

**FY 2002 Annual Performance Plan**

**FY 2000 Annual Performance Report**

**National Park Service**



**DEPARTMENT OF THE INTERIOR**





National Park Service  
FY 2002 Annual Performance Plan  
FY 2000 Annual Performance Report

## **A Comment on the Performance Goals Contained in This Document**

The goals that appear in the Fiscal Year 2002 Annual Performance Plan are based on the Department's most recent revision of its Government Performance and Results Act strategic plan. This strategic plan, which covers the period from Fiscal Year 2000 to Fiscal Year 2005, was completed under the guidance and direction of the previous Administration and, therefore, does not necessarily reflect the policies and management priorities of the current Administration.

During 2001, the Department will review and, where appropriate, revise the current strategic plan. This review process will incorporate the views and concerns of the Department's partners and constituencies and will, in some cases, be the basis for new or restated annual performance goals and measures to provide overall direction to Interior's programs and deliver program results.



U.S. DEPARTMENT OF THE INTERIOR  
NATIONAL PARK SERVICE

Dear Reader,

I am pleased to present the National Park Service (NPS) Fiscal Year 2002 Annual Performance Plan and the Fiscal Year 2000 Annual Performance Report. They are prepared annually, based on Strategic Plans for the NPS, and reflect the actual accomplishments for FY 2000 and the expected accomplishments for FY 2002. The Annual Performance Plan (APP) and the Annual Performance Report (APR) reflect our increasing understanding and expanding implementation of the Government Performance and Results Act (GPRA) throughout the National Park Service.

The NPS published its first GPRA Strategic Plan in 1997, which included long-term goals for the FY 1998 through FY 2002. The APR for FY 2000 is based on the 1997 Strategic Plan goals and performance targets, and subsequent revisions, and was compiled using data gathered on a park-by-park and goal-by-goal basis. The data were then analyzed and verified to reflect agencywide accomplishments. Some goals were met or exceeded, while others were not. Goals not met are analyzed to improve performance or reset future targets if the initial goal targets were unrealistic.

In 2000, the second NPS Strategic Plan (FY 2001 through FY 2005) was published. The 2000 Strategic Plan incorporated a number of changes in the goals and baseline information based on the experience reported in previous APR's. Changes were needed as the quality and quantity of data improved and to add additional resources to the goals. The FY 2002 APP is based on the 2000 Strategic Plan.

Performance Management is the "business system" of the National Park Service. The NPS implementation of performance management has created a consistent framework for linking the servicewide goals with the particular needs and priorities of individual parks and partnership programs. It has provided a shared vision of what needs to be accomplished for the employees of the NPS, our partners, Congress, the Administration and the public. It provides a consistent and effective way to measure the effectiveness of actions taken and to incorporate lessons learned in a process of continued improvement.

Denis Galvin  
Acting Director, National Park Service

#### **Mission Statement**

*The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.*

# National Leadership Council

## 2002 Annual Performance Plan

### 2000 Annual Performance Report

---



Denis Galvin  
Acting Director  
National Park Service



Robert Arnberger  
Regional Director  
Alaska Region



Sue Masica  
Associate Director  
Administration



Karen Wade  
Regional Director  
Intermountain Region



Katherine Stevenson  
Associate Director  
Cultural Resource Stewardship and  
Partnerships



William Schenk  
Regional Director  
Midwest Region



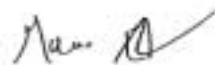
Michael Soukup  
Associate Director  
Natural Resource Stewardship and  
Partnerships



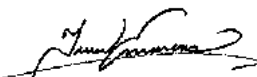
Terry Carlstrom  
Regional Director  
National Capital Region



Dick Ring  
Associate Director  
Park Operations and Education



Marie Rust  
Regional Director  
Northeast Region



Terrel Emmons  
Associate Director  
Professional Services



John Reynolds  
Regional Director  
Pacific West Region



Jerry Belson  
Regional Director  
Southeast Region

# FY 2000 Annual Performance Report

## Transmittal Letter and Mission Statement

## Leadership Council

Executive Summary .....	2
-------------------------	---

Organizational Context .....	6
------------------------------	---

## Section I – Introduction and Overview

Introduction .....	7
Operational Environment .....	8
Linkage of Annual Performance Plan, Strategic Plan and Budget.....	9
Adjustments to the Strategic Plan.....	9
Relationship to DOI Goals .....	9
National Park Service Goals At A Glance .....	10

## Section II – GPRA Program Activity and Goals

Organization of the Section II .....	17
Preserve Park Resources .....	18
Ia1 Restore Disturbed Land .....	24
Ia2 Restore Threatened & Endangered Species .....	26
Ia2x Native Species of Special Concern .....	28
Ia3 Air Quality.....	29
Ia4 Water Quality .....	31
Ia5 Historic Structures .....	32
Ia6 Museum Collections .....	34
Ia7 Cultural Landscapes.....	36
Ia8 Archeological Sites .....	38
Ia9 Geologic Resources .....	40
Ia0 Misc. Goals for Preserve Resources .....	41
Ib1 Natural Resource Inventories .....	43
Ib2 Cultural Resource Inventories .....	45
Ib3 Vital Signs .....	47
Ib4 Geologic Resources .....	48
Ib5 Aquatic Resources .....	49
Ib0 Misc. Goals for Resource Knowledge .....	50

## FY 2000 Annual Performance Report

Provide For Visitor Enjoyment .....	52
IIa1 - Visitor Satisfaction .....	55
IIa2 - Visitor Safety .....	58
IIa0 - Misc. Visitor Related Goals.....	60
IIb1 - Visitor Understanding .....	61
IIb1x - Educational Programs.....	63
IIb0 - Misc. Public Understanding Goals .....	64
 External Legislated Partnerships .....	65
IIIa1 - Properties Designated .....	68
IIIa2 - Properties Protected .....	70
IIIa3 - Satisfaction with Technical Assistance .....	72
IIIax - Park Partnerships .....	73
IIIa0 - Misc. Partnership Goals .....	74
IIIb1 - Conservation Assistance .....	75
IIIb2 - Satisfaction with Partnership Assistance .....	77
IIIb0 - Misc. Open Space Goals .....	79
IIIc1 - Recreational Properties .....	80
IIIc0 - Misc. Continued Public Access Goals .....	81
 Organizational Effectiveness .....	82
IVa1 - Data Systems .....	83
IVa2 - Workforce Stewardship .....	84
IVa3 - Workforce Development and Performance.....	85
IVa4 - Workforce Diversity .....	86
IVa5 - Employee Housing .....	88
IVa6 - Employee Safety .....	89
IVa7 - Construction Projects Management .....	91
IVa8 - Land Acquisition .....	93
IVa9 - Environmental Leadership .....	94
IVb1 - Volunteer Hours.....	95
IVb2 - Donations and Grants .....	96
IVb3 - Concession Returns .....	98
IVb4 - Fee Receipts .....	99
IVbx - Park Partnerships .....	100



### **Section III – Additional GPRA Information**

[3.1] Customer Service Standards .....	101
[3.2] Bureau Crosscut Issues.....	101
[3.3] Strategic Issues Facing the Mission of the NPS .....	102
[3.3] Data Verification and Validation .....	106
[3.4] Program Evaluations .....	106
[3.5] Capital Assets/Capital Programming .....	106
[3.6] Use of Non-Federal Parties in Preparing Annual Plan.....	107
[3.7] Waivers of Managerial Accountability .....	107

### **Appendices:**

A. FY 2000 Annual Performance At-A-Glance .....	108
B. FY 2001 Annual Performance Goals At-A-Glance .....	114

# Executive Summary

THE GOVERNMENT PERFORMANCE AND RESULTS ACT OF 1993 INTRODUCED A CHANGE IN FOCUS FROM ACTIVITY-BASED MANAGEMENT TO OUTCOME-BASED MANAGEMENT. IT IS APPROPRIATE FOR ORGANIZATIONS TO REFLECT ON WHAT WAS ACCOMPLISHED BY THEIR EFFORTS. FOCUSING ON THE OUTCOMES OF GOVERNMENT ACTIVITIES IS THE CLOSEST THING TO IDENTIFYING THE RETURN ON INVESTMENT AS USED BY THE PRIVATE SECTOR. THE BOTTOM LINE FOR GOVERNMENT IS THE MISSION.

The change from focusing on activities to focusing on results does not come easily. Measuring systems developed to track activities must be retuned to track outcomes and the way managers think needs to be redirected to outcomes, not activities. Decision-making that focused on activities and projects must now consider how the results affect goals achievement. And, the culture of a dispersed organization that promotes independent action must be compatible with managing to systemwide goals. Fiscal year 2000 was the last year of performance reporting under the National Park Service 1997 Strategic Plan. Beginning in fiscal year 2001, goal achievement is measured against goal targets set in the National Park Service 2000 Strategic Plan.

The following provides a complete picture of National Park Service performance for fiscal year 2000. The report covers all resources available for implementing the plan (total budgetary resources) and identifies those goals exceeded, met and not met. Many of the goals are cumulative in nature where a performance target represents a mile-stone along the way to a larger goal. The

National Park Service met or exceeded its expectations for the following goal targets:

- restored a total of 206,500 acres of land impacted by exotic plants, 109% of projected
- park populations of Threatened and Endangered species were in improving or stable condition ahead of projections
- air quality is stable
- 11,124 of 25,500 historic structures in good condition, 224 more than projected
- improved the condition of museum collections
- met target for acquiring natural resource data sets for parks
- increased cultural resource inventories and evaluations, exceeded all targets
- maintained 95% visitor satisfaction
- visitor accident/incident rates improved beyond projections
- visitor understanding improved
- provided additional protection to significant historic and archeological properties beyond projections through designation, regulatory and financial incentives

National Park Service Mission Goals		FY 2000 Performance	
		Goals	Measures
Ia: Preserve Natural and Cultural Resources	7	5 met or exceeded 2 not met	6 met or exceeded 3 not met
Ib: Develop Knowledge about Natural and Cultural Resources	2	2 met or exceeded	5 met or exceeded 1 not met
Ila: Provide for Visitor Safety and Satisfaction	2	2 met or exceeded	2 met or exceeded
Ilb: Educate Visitors about the Resource.	1	1 met or exceeded	1 met or exceeded
IIla: Natural and Cultural Resources are Conserved Through Formal Partnership Programs.	3	2 met or exceeded 1 not met	2 met or exceeded 1 not met
IIlb: Assist Others in Providing a Nationwide System of Parks, Open Space, Rivers, and Trails	2	2 met or exceeded	4 met or exceeded
IIlc: Ensure Availability of Lands for Public Recreational Use	1	1 met or exceeded	1 met or exceeded
IVa: Organizational Effectiveness	7	5 met or exceeded 2 not met	5 met or exceeded 3 not met
IVb: Increase Support from Others	4	3 met or exceeded 1 not met	4 met or exceeded 1 not met

- customers were satisfied with historic preservation-related technical assistance, training, and educational materials provided by the Service
- additional miles of trails, river corridor and acres of park land conserved with NPS partnership assistance increased beyond expectations
- communities were satisfied with NPS partnership assistance in providing recreation and conservation benefits on lands and waters
- and, there was no net loss to recreational properties developed with the assistance of the NPS

Where performance did not meet expectations, the NPS will determine what affected accomplishments and make the necessary corrections. On some goals the expectations continued to be unreasonable despite adjustments made following analysis of fiscal year 1999 performance data. For other goals, performance did not match estab-

lished trends. This deviation from the trend needs further analysis.

In FY 2000 the National Park Service did not meet its expected targets for the following goals

- 28.5% (113) cultural landscapes in good condition, rather than the 29.5% (117) projected
- of 12,740 archeological sites assessed for condition, 4,711 archeological sites were in good condition, 79% of projected
- diversity increased by 0.8% less than planned
- land acquisition offers averaged 71 days more than projected
- collection of recreational fees was 6.2 million below planned

Although the NPS successfully met or exceeded more goals in FY 2000 than in FY 1999, it still failed to meet

several goals. And, even though more goals were met, it should also be noted that planned performance is constrained by time and funding. While this may appear obvious, it means that though performance for some goals may meet expectations, those expectations may be short of actually meeting the mission of the organization. For example, the Service's mission to preserve its natural and cultural resources is not being fully met when over 50% of its historic structures are in fair or poor condition and the condition of its natural resources is, for the most part, unknown. Showing 95% of the visitors surveyed as satisfied with the park facilities, services, and recreational opportunities, demonstrates how well the National Park Service serves its visitors. At the same time such success draws attention away from the deferred maintenance and the deterioration of the infrastructure that supports those visitors. While we are aware of our success, we must be diligent in understanding and correcting our failures. In the 2000 Strategic Plan, the NPS added an emphasis on obtaining information on natural resources. Progress on those goals will be reported in fiscal year 2001.

In addition to the above mission-related goals, other goals addressing organizational effectiveness are also presented in Section II.

To manage performance in a dispersed organization, reliable information must be readily accessible across the organization. In many cases, previous trends appear to have been affected by the increased interest by field managers in the data and the need to update the data on a regular basis. Problems with data integrity continue to be found in performance information for nearly all of the goals. While much of the data is credible and verifiable, analysis identified several problems. Parks are frequently inconsistent in how the performance indicators are interpreted or applied (from park to park and year to year). Many parks having resources that should be reported to servicewide goals are not reporting, while others are reporting to goals never before identified with those parks. These problems are typical of organizations moving to outcome-based performance management. The Service is trying to resolve these issues through additional training and interactions

between parks and regional performance management coordinators and through adjustments in databases and reporting tools.

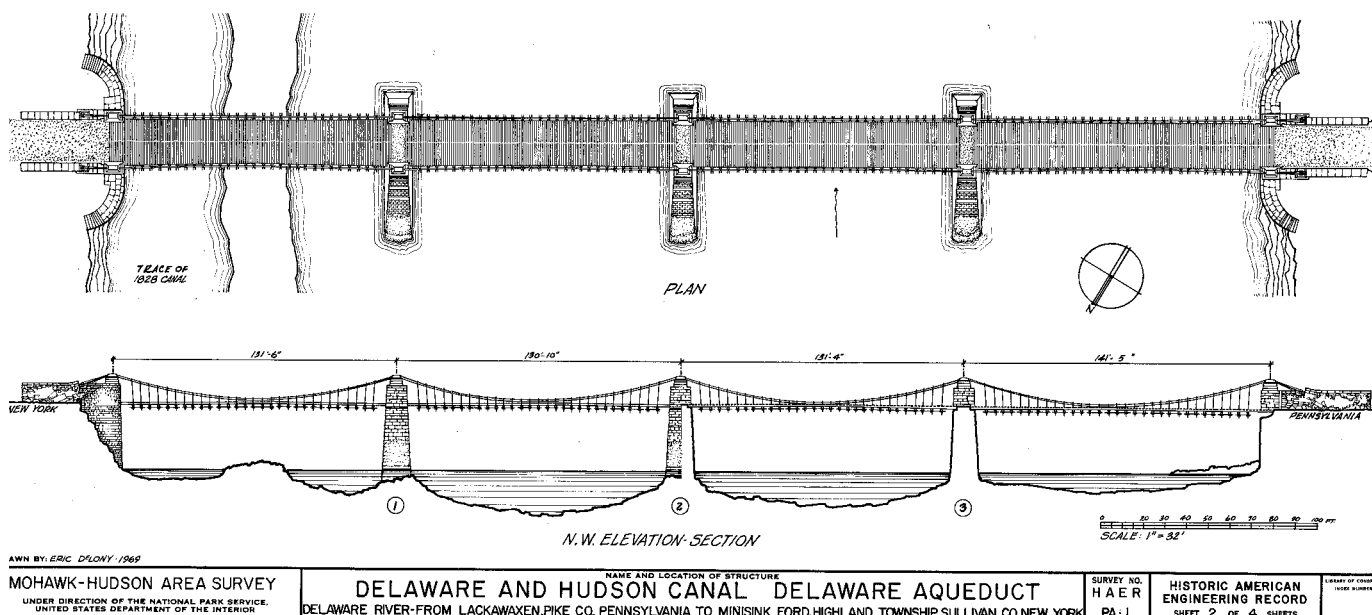
To improve the reliability of performance data, a Technical Guidance manual was developed to clarify definitions and the applicability of the goals. Each region has assigned at least one employee, who reports to the regional director, to verify and validate data. Regions have been asked to identify regional subject-matter experts for each servicewide goal. Subject-matter experts at the national program level are assessing data as are experts in several regions. Efforts are being made to improve, update or develop operational databases that address the outcomes of the organization.

To have outcome information readily accessible to decision-makers, a performance management data system (PMDS) was developed and made available on the Service's Intranet system. PMDS was designed to provide a common source of information to plan, manage and track performance. The budget formulation process has been revamped to address both recurring and non-recurring budget needs in terms of the goals of the organization. Existing servicewide training programs are now addressing issues of performance management and additional training is planned to address management issues at the park and program levels.

Part of the solution to inconsistent implementation is improved discipline and accountability that will only come from experience and time. All regions are working to achieve greater consistency in implementation directions and requirements between the regions. Internal work groups have recommended adjustments to the implementation process that are being acted on. While there is still a long way to go, the quality of data has increased considerably since 1998 as more managers adopted performance management as part of their day-to-day decision-making process. To promote consistency and accountability the Regional Directors are using park performance plans as an element for evaluating park superintendents. Continued servicewide improvement is expected during fiscal years 2001 and 2002.

The NPS recognizes the need for clearer and more direct correlation between our strategic goals and current budget structure. We will be looking into ways to restructure the budget presentation to relate more clearly budgetary resources to the mission of the Service. During the coming year the Service will continue a dialog with the U.S. Department of the Interior (DOI), Office of Management and Budget (OMB), and the Appropriation Committees about a restructuring. Any consideration of changes to the budget structure must be reconciled with the finance and accounting system and its reporting requirements.

The National Park Service has identified three sets of performance goals that serve as GPRA Program Activities. They are Preserve Park Resources, Provide for Visitor Enjoyment, and External Legislated Partnerships. The National Park Service's strategic plan also contains a section titled Organizational Effectiveness that only relates to the organization's management goals (i.e. how we conduct business).



# Organizational Context

DERIVING FROM THE NATIONAL PARK SERVICE STRATEGIC PLAN AND SUPPORTING THE NPS MISSION, THIS 2002 ANNUAL PERFORMANCE PLAN (PLAN) AND 2000 ANNUAL PERFORMANCE REPORT (REPORT) MEET THE REQUIREMENTS OF THE GOVERNMENT PERFORMANCE AND RESULTS ACT OF 1993 (GPRA).

Combining these documents provides context for the information presented, fulfills the government's responsibility for planning and reporting performance and shows the public the NPS's goals and performance. The annual performance goals for FY 2002 presented here support the Service's updated 2000 Strategic Plan covering FY 2001 through 2005. This document also contains the Service's annual performance report, for FY 2000, on the Service's long-term and annual goals. This plan and report provide further elaboration on the goals in the 2000 Annual Performance Plan submitted in February 1999.

The following annual performance plan guides the formulation and execution of the budget and provides for informed decision-making throughout the organization.

The plan is presented in three sections.

Section I covers aspects of the plan that are constant across the plan. It presents the organization's mission statement, performance goals, the goals of the U.S. Department of the Interior, and addresses several required elements of annual performance plans and annual performance reports.

Section II covers those components that are specific to the individual goals or that require updating throughout the budget cycle. It summarizes the GPRA program activities and provides detail on the subordinate NPS performance goals. This section provides the operational processes, technology, financial, and human resources necessary to achieve each performance goal as well as a presentation of the performance measures. This section also identifies performance associated with the FY 2002 budget request, adjusts the FY 2001 plan's projected performance and costs based on Congressional action and compares the FY 2000 planned accomplishments to the FY 2000 actual accomplishments.

Section III addresses additional GPRA required elements for the Plan.

The appendices contain At A Glance charts for the FY 2000 Annual Performance Report and the revised FY 2001 Annual Performance Plan.

# Section I

THE NATIONAL PARK SERVICE (NPS), ESTABLISHED IN 1916, CURRENTLY MANAGES 384 PARKS, AS WELL AS EXTERNAL PROGRAMS THAT FOSTER NATURAL AND CULTURAL RESOURCE CONSERVATION. IN 2000, THE NPS RECEIVED 287 MILLION VISITORS. THE NPS HAD A BUDGET OF \$1.9 BILLION, 16,000 FULL TIME EMPLOYEES, 6,000 SEASONAL EMPLOYEES AND 145,000 VOLUNTEERS.

The park operating base is the primary source of funding for fulfilling the Service's mission of protecting park resources while providing for enjoyable and safe visitor experiences. This base funding is under the direct control of the park superintendent who manages the park within the broad policy guidance of the NPS Director and in conformance with the authorizing legislation that established the park unit. In FY 1999 and FY 2000, there was a small increase in programmatic funding to every park and enhanced funding to approximately 119 park units.

The FY 2002 Annual Performance Plan (plan) for the National Park Service supports the basic NPS mission and presents the annual goals that ensure long-term protection and preservation of the National Park System. This plan builds on previous years' efforts that focused on improving the NPS's natural resource stewardship capabilities. Additional funding will also improve maintenance of the park infrastructure, and enhance visitor enjoyment and safety.

The President's FY 2002 budget devotes a significant amount of attention to the NPS facility infrastructure backlog. The NPS is developing the capability to determine and monitor the condition of all of its facilities

and to use facility condition as a performance indicator in determining the efficacy of its maintenance program. The intention is to develop a performance goal for FY 2003, once reliable condition data can be obtained.

**Factors Affecting the FY 2002 Plan:** The popularity of national parks is expected to continue and present even greater challenges both in terms of resource preservation and visitor use. Visitation to the national parks in the 21st century is projected to reach over 300 million people, including a significant increase in the number of international tourists, due largely to the rapidly growing travel and tourism industry. In addition, current trends show senior citizens and urban residents make up the fastest growing new tourist groups. These trends serve to refocus and expand visitor service needs to areas that are more compatible with, and supportive of, the new user groups while also contributing further to the diversity and range of services provided in or adjacent to parks. This year's plan supports the Service's basic preservation and visitor enjoyment mission, assists NPS partners, and provides resources adequate to protect the collective wealth of resources encompassed by the national park system.

Factors affecting performance include:

- The costs of maintaining and restoring natural and cultural resources are escalating due to increased impact on resources from higher visitation and the aging of the cultural resources;
- Increased public scrutiny and litigation relating to environmental compliance and planning issues in parks;
- The National Parks Omnibus Management Act of 1998 (Public Law 105-391) established major new responsibilities for concessions management, employee training and career development, natural resources inventory and monitoring, cooperative research programs, and new area studies;
- A significant increase in the number of projects requiring compliance reviews under the National Environmental Policy Act and Section 106 of the Historic Preservation Act;
- The implementation of Executive Orders and Departmental initiatives that outline a leadership role for the Federal Government in developing and implementing a wide range of programs emphasizing wise use of limited resources and sustainable practices;
- An increased operational complexity that demands coordinated approaches in a dispersed organization. The fulfillment of these demands requires increased information collecting, tracking, reporting, and management.

In addition to increased visitation and the consequent increase in demand for services, new challenges center principally around: (1) reducing the number of external and internal threats to resources; (2) correcting deficiencies in the Service's information base on natural, cultural and infrastructure resources that enable the agency to make more effective decisions; and, (3) improving the quality and commitment of the management and staff of the NPS through specialized training and other professional development opportunities. In order to prepare for these challenges and to meet its responsibility for the ongoing and continued preservation and protection of parks, the FY 2002 Annual Performance Plan presents proposals that support the NPS mission and associated goals.

To implement a management strategy emphasizing natural resource issues, the NPS set forth the following principles:

- Resource knowledge must drive decision-making
- Managers must be accountable for the condition of park resources
- A thoroughly trained professional workforce must champion resource stewardship
- Budgets must reflect the importance of the resource stewardship mission

## OPERATIONAL ENVIRONMENT

The National Park Service acts as a steward to the national parks as well as providing support to tribal, state and local governments to preserve culturally significant and recreational lands.

The national park system represents, in principle, premier sites that offer scenery, historical and archeological relics, and cultural definition. The system commemorates and interprets America's history and culture, preserves its varied ecosystems, and provides recreation for its 287 million visitors.

The operational environment of the National Park Service is unusual in that the national parks operate within a dispersed organization with significant authority and responsibility delegated to the individual park superintendent. Parks are primarily funded by base allocations to the parks and supplemented by regional and national program funds. Park base funding supports the basic functions of a park including preserving the resources and providing for the enjoyment of the visitors. Regions provide a variety of services to parks based on park needs and their capability to be self-sufficient. In addition, Regional Office funds supplement park base funding to support equipment replacement, large repair and rehabilitation projects, and cyclical maintenance requirements beyond the parks' ability to fund.

National programs focus on specific resource management issues. Natural resources stewardship provides for the preservation and protection of the natural scenery, wildlife, geologic resources and ecosystems of the



national park system. Cultural resources stewardship provides for the preservation and protection of significant cultural resources, including prehistoric and historic archeological sites and structures, ethnographic resources, cultural landscapes, and museum collections. Both stewardship programs monitor and inventory resources to prevent damage to them. These programs allow the Service to provide special emphasis in restoring, preserving, and making natural and cultural resources available to the public. These programs are managed from a national perspective and have the flexibility to address issues across the entire park system through the setting of standards and priorities.

There are many laws that define the Service's responsibility to support and promote the preservation and protection of natural and culturally significant areas managed by others. This support takes the form of grants, tax incentives and expertise.

## **LINKAGE OF ANNUAL PERFORMANCE PLAN, STRATEGIC PLAN AND BUDGET**

This Annual Performance Plan is closely aligned with the National Park Service Strategic Plan. The Plan identifies and describes the three kinds of goals the Service uses for the implementation of GPRA. Mission Goals continue indefinitely, include all that the NPS does and link the mission of the National Park Service with its expectations of accomplishments. Long-term goals typically cover five years, identify measurable accomplishments needed to fulfill the mission and typically focus on results rather than outputs or processes. Annual performance goals span one fiscal year, are used for performance measurement with linkages to personnel appraisals and the budget and implement the long-term goals with every long-term goal supported by at least one annual goal.

The FY 2002 Annual Performance Plan provides the linkage between the NPS servicewide annual goals and individual park, program, and central office annual goals, and, by reference, to individual employee performance appraisals. The linkage of goals to the budget is also accomplished through the use of GPRA Program Activities which represent the consolidation, aggrega-

tion, or disaggregation of the Service's program activities and crosswalk the budget dollars to the Service's goal.

## **ADJUSTMENTS TO THE STRATEGIC PLAN**

Adjustments were made to the Strategic Plan via this Annual Performance Plan. FY 2001 performance targets were adjusted to reflect Congressional action and actual performance in FY 2000. Changes are noted in footnotes in each goal. Goals IIIa1, IIIa2, and IVb2 contain multiple performance indicators with each having one indicator where data could not be developed at this time. Those indicators were removed until performance can be measured reliably. Goals Ia5, Ia7, and Ia8 are based on information provided by servicewide inventory that continue to grow. The goals were restructured to accurately show resource condition for any given year.

### **Relationship of NPS Goals to Departmental Goals**

The U.S. Department of the Interior established five broad goals that encompass its major responsibilities.

1. Protect the environment and preserve our nation's natural and cultural resources.
2. Provide recreation for America.
3. Manage natural resources for a healthy environment and a strong economy.
4. Provide science for a changing world.
5. Meet our responsibilities to Indian Tribes and our commitments to island communities.

A description of these goals can be found in the U.S. Department of the Interior's Annual Performance Plan for Fiscal Year 2002 - Departmental Overview.

The strategic goals of the National Park Service contribute primarily to Departmental goals 1 and 2. The National Park Service is managed so that the execution of its goals is consistent with all of the Department's goals.

# National Park Service Goals At A Glance

## Mission Goals

Long-term Goals	Performance Targets	
	FY 2002	FY 2005
<b>la1. Disturbed Lands/Exotic Plant Species:</b> la1A – 10.1% of targeted parklands, disturbed by development or agriculture as of 1999 (22,500 of 222,300 acres) are restored; and la1B - exotic vegetation on 6.3% of targeted acres of parkland (167,500 of 2,656,700) acres is contained.	A. 4% of disturbed parklands are restored B. 2.5% of parklands impacted by exotic vegetation is contained.	A. 10.1% of disturbed parklands are restored B. 6.3% of parklands impacted by exotic vegetation is contained.
<b>la2. Threatened and Endangered Species:</b> la2A – 19% of the 1999 identified park populations (84 of 442) of federally listed threatened and endangered species with critical habitat on park lands or requiring NPS recovery actions have improved status; and la2B – an additional 21.3% (94 of 442) have stable populations.	A. 15.2% have improved status B. 21.3% have stable populations	A. 19% have improved status B. 21.3% have stable populations
<b>la2X. Native Species of Special Concern:</b> (Park-determined percentage of) populations of plant and animal species of special concern (e.g., state-listed threatened or endangered species, endemic or indicator species or native species classified as pests) are at scientifically acceptable levels. Optional Goal.	Optional park-specific goal	Optional park-specific goal
<b>la3. Air Quality:</b> Air quality in 70% of reporting park areas has remained stable or improved.	63% remained stable or improved.	70% remained stable or improved.
<b>la4. Water Quality:</b> 85% (244) of 288 Parks units have unimpaired water quality.	70% have unimpaired water quality.	85% have unimpaired water quality.
<b>la5. Historic Structures:</b> 50% of the historic structures listed on the current List of Classified Structures are in good condition.	46% of historic structures are in good condition.	50% of historic structures are in good condition.
<b>la6. Museum Collections:</b> 71.8% of preservation and protection standards for park museum collections are met.	68.2% of standards are met.	71.8% of standards are met.
<b>la7. Cultural Landscapes:</b> 33.1% of the cultural landscapes on the current Cultural Landscapes Inventory with condition information are in good condition .	29.8% of cultural landscapes are in good condition	33.1% of cultural landscapes are in good condition
<b>la8. Archeological Sites:</b> 50% of the recorded archeological sites with condition assessments are in good condition.	44% of sites with condition assessments are in good condition.	50% of sites with condition assessments are in good condition.
<b>la9. Geological Resources:</b> la9A — Paleontological Resources: 20% of known paleontological localities in parks are in good condition; and la9B — Cave Floors: 72,500 square feet of cave floors in parks are restored.	A. 10% are in good condition B. 29,000 sq. ft. of cave floors are restored	A. 20% are in good condition B. 72,500 sq. ft. of cave floors are restored

# National Park Service Goals At A Glance

## GOAL CATEGORY I: PRESERVE PARK RESOURCES

**Mission Goal Ib: The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.**

Long-term Goals	Performance Targets	
	FY 2002	FY 2005
<b>Ib1. Natural Resource Inventories:</b> Acquire or develop 87% (2,203) of the 2,527 outstanding data sets identified in 1999 of basic natural resource inventories for all parks.	44.4% acquired	87% acquired
<b>Ib2. Cultural Resource Baselines:</b> Ib2A – Archeological sites inventoried and evaluated are increased by 35% (from FY 1999 baseline of 48,188 sites to 65,054); Ib2B – Cultural landscapes inventoried and evaluated at Level II are increased by 136.4% (from FY 1999 baseline of 110 to 260); Ib2C – 100% of the historic structures have updated information (24,225 of FY 1999 baseline of 24,225); Ib2D – Museum objects cataloged are increased by 35.9% (from FY 1999 baseline 37.3 million to 50.7 million); Ib2E – Ethnographic resources inventory is increased by 634.5% (from FY 1999 baseline 400 to 2,938); and Ib2F – 112 of parks have historical research that is current and completed to professional standards (29% of 384 parks).	A. increase sites inventoried by 17%; B. increase landscapes inventoried by 73.7%; C. 55.8% of historic structures have updated information; D. increase Museum objects cataloged by 18.7%; E. increase Ethnographic resources inventoried by 317%; F. 55 parks have current historical research (14.3% OF 384)	A. increase sites inventoried by 35%; B. increase landscapes inventoried by 136.4%; C. 100% of historic structures have updated information; D. increase Museum objects cataloged by 34.3%; E. increase Ethnographic resources inventoried by 634.5%; F. 112 of parks have current historical research (29%)
<b>Ib3. Vital Signs:</b> 80% of 270 parks with significant natural resources have identified their vital signs for natural resource monitoring.	20% remained stable or improved.	80% remained stable or improved.
<b>Ib4. Geological Resources:</b> Geological processes in 54 parks (20% of 270 parks) are inventoried and human influences that affect those processes are identified.	25 parks (9%) are inventoried and evaluated.	54 parks (20%) are inventoried and evaluated.
<b>Ib5. Aquatic Resources:</b> The NPS has completed an assessment of aquatic resource conditions in parks.	A draft procedure to assess aquatic resource condition is produced for internal review.	Assessment completed.

# National Park Service Goals At A Glance

## GOAL CATEGORY II: PROVIDE FOR THE PUBLIC ENJOYMENT AND VISITOR EXPERIENCE OF PARKS

**Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.**

Long-term Goals	Performance Targets	
	FY 2002	FY 2005
<b>IIa1. Visitor Satisfaction:</b> 95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.	95% visitor satisfaction	95% visitor satisfaction
<b>IIa2. Visitor Safety:</b> (The visitor accident/incident rate will be at or below 7.96 per 100,000 visitor days (a 16% decrease from the FY 1992 – FY 1996 baseline of 9.48 per 100,000 visitor days).	10% decrease	16% decrease

**Mission Goal IIb: Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.**

Long-term Goals	Performance Targets	
	FY 2002	FY 2005
<b>IIb1. Visitor Understanding and Appreciation:</b> 86% of visitors understand and appreciate the significance of the park they are visiting.	84% understand significance	86% understand significance
<b>IIb1X. Educational Programs:</b> (Park determined percentage) of (park determined target number of) students participating in NPS formal educational programs understand America's cultural and natural heritage as preserved by National Park Service and its Programs. Optional Goal	Optional park-specific goal	Optional park-specific goal



# National Park Service Goals At A Glance

## GOAL CATEGORY III: STRENGTHEN AND PRESERVE NATIONAL AND CULTURAL RESOURCES AND ENHANCE RECREATIONAL OPPORTUNITIES MANAGED BY OTHERS

**Mission Goal IIIa: Natural and cultural resources are conserved through formal partnership programs.**

Long-term Goals	Performance Targets	
	FY 2002	FY 2005
<b>IIIa1. Properties Designated:</b> IIIa1A – National Historic Landmark Designations: An additional 6.9% (158) properties are designated as National Historic Landmarks (2,277 to 2,435); IIIa1B – National Register Listings: An additional 11% (7,800) significant historical and archeological properties are listed in the National Register of Historic Places (71,019 to 78,819); IIIa1C – Federal Agency Inventories: An additional 30.2% (221,800) significant archeological properties in Federal ownership are inventoried and evaluated (733,200 to 955,000 contributing properties); and, IIIa1D – State/Tribal/Local Inventories: An additional 19.7% (925,000) significant historical and archeological properties are either inventoried and evaluated, or officially designated by States, Tribes, and certified local governments (4,701,000 to 5,626,000 contributing properties).	A. increase National Historic Landmark Designations by 3.6%; B. increase National Register Listings by 5%; C. increase properties inventoried and evaluated in Federal Agency Inventories by 15.9% D. increase by 10% properties inventoried in State/Tribal/Local Inventories	A. increase National Historic Landmark Designations by 6.9%; B. increase National Register Listings by 11%; C. increase properties inventoried and evaluated in Federal Agency Inventories by 30.2% D. increase by 19.7% properties inventoried in State/Tribal/Local Inventories
<b>IIIa2. Properties Protected:</b> IIIa2A – National Historic Landmark Protection: 90% of National Historic Landmarks (2,191 of 2,435 designated landmarks) are in good condition; IIIa2B – Federal Protection: 1% of federally recognized historical and archeological properties (19,700 of 2,223,000 contributing properties) are protected through NPS administered programs or assistance; and, IIIa2C – State/Tribal/Local Protection: 3% of significant historical and archeological properties (140,000 of 4,681,000 contributing properties) recognized by States, Tribes, or certified local governments are protected through their administered programs or assistance.	A. 90% of National Historic Landmarks are in good condition; B. 1% of federally recognized historical and archeological properties are protected; C. 3% of historical and archeological properties are provided State/Tribal/Local Protection	A. 90% of National Historic Landmarks are in good condition; B. 1% of federally recognized historical and archeological properties are protected; C. 3% of historical and archeological properties are provided State/Tribal/Local Protection
<b>IIIa3. Customer Satisfaction:</b> 85% of users are satisfied with historic preservation-related technical assistance, training and educational materials provided by NPS.	85% satisfaction	85% satisfaction
<b>IIIax. Park Partnerships:</b> The number of satisfactorily completed projects under formal agreements that assist partners in protecting their resources or serving their visitors is increased by (park-determined percentage). Optional Goal	Optional park-specific goal	Optional park-specific goal

# National Park Service Goals At A Glance

## GOAL CATEGORY III: STRENGTHEN AND PRESERVE NATIONAL AND CULTURAL RESOURCES AND ENHANCE RECREATIONAL OPPORTUNITIES MANAGED BY OTHERS

**Mission Goal IIIb: Through partnerships with other federal, state, and local agencies and nonprofit organizations, a nationwide system of parks, open space, rivers, and trails provides educational, recreational, and conservation benefits for the American people.**

Long-term Goals	Performance Targets	
	FY 2002	FY 2005
<b>IIIb1. Conservation Assistance:</b> an additional 6,800 miles of trails, an additional 6,600 miles of protected river corridors, and an additional 1,368,900 acres of parks and open space, from 1997 totals, are conserved with NPS partnership assistance.	A. trails increased by 5,200 miles B. protected river corridor increased by 3,700 miles C. park and open space increased by 860,800 acres	A. trails increased by 6,800 miles B. protected river corridor increased by 6,600 miles C. park and open space increased by 1,368,900 acres
<b>IIIb2. Community Satisfaction:</b> 94% of communities served are satisfied with NPS partnership assistance in providing recreation and conservation benefits on lands and waters.	93.8% of communities served are satisfied	94% of communities served are satisfied

**Mission Goal IIIc: Assisted through federal funds and programs, the protection of recreational opportunities is achieved through formal mechanisms to ensure continued access for public recreational use.**

Long-term Goals	Performance Targets	
	FY 2002	FY 2005
<b>IIIc1. Recreational Properties:</b> 100% of the 41,165 recreational properties assisted by the Land and Water Conservation Fund, the Urban Park and Recreation Recovery Program, and the Federal Lands to Parks Program are protected and remain available for public recreation.	100% protected	100% protected

# National Park Service Goals At A Glance

## GOAL CATEGORY IV: ENSURE ORGANIZATIONAL EFFECTIVENESS

**Mission Goal IVa: The National Park Service uses current management practices, systems, and technologies to accomplish its mission.**

Long-term Goals	Performance Targets	
	FY 2002	FY 2005
<b>IVa1. Data Systems:</b> 65% (25) of the 38 major NPS data systems are integrated/interfaced.	50% of systems integrated/interfaced.	65% of systems integrated/interfaced.
<b>IVa2. Workforce Stewardship:</b> IVa2A – 75% of NPS employees are satisfied with their job (as measured through employee satisfaction surveys); and IVa2B – 75% of NPS employees believe the organization is functioning effectively (as measured through customer service and organizational effectiveness surveys).	A. develop baseline B. develop baseline	A. 75% satisfied B. 75% rate organization effective
<b>IVa3. Workforce Development and Performance:</b> IVa3A – 100% of employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies; IVa3B – 95% of NPS employees demonstrate that they fully meet their competency requirements.	A. 75% employee performance agreements linked to annual plans B. 95% meet competency requirements	A. 100% employee performance agreements linked to annual plans B. 95% meet competency requirements
<b>IVa4. Workforce Diversity:</b> Increase the servicewide representation of underrepresented groups over the 1999 baseline: IVa4A – by 25% in the 9 targeted occupational series; IVa4B – by 25% of women and minorities in the temporary and seasonal workforce; IVa4C – by 10% of individuals with disabilities in the permanent workforce; and IVa4D – by 10% of individuals with disabilities in the seasonal and temporary workforce.	Increase representation of women and minorities A.&B. by 10% Increase representation of disabled C.&D. by 4%	Increase representation of women and minorities A.&B. by 25% Increase representation of disabled C.&D. by 10%
<b>IVa5. Employee Housing:</b> 60% of employee housing units listed in poor or fair condition in 1997 assessments are rehabilitated to good condition, replaced, or removed.	35% rehabilitated, replaced or removed	60% rehabilitated, replaced or removed
<b>IVa6. Employee Safety:</b> IVa6A – The NPS employee lost time injury rate will be at or below 4.49 per 200,000 labor hours worked and, IVa6B – the servicewide total number of hours of Continuation of Pay (COP) will be at or below 60,000 hours.	A. Injury rate at or below 4.64 per 200,000 B. continuation of pay at or below 70,500	A. Injury rate at or below 4.49 per 200,000 B. continuation of pay at or below 60,000
<b>IVa7. Line Item Construction:</b> 100% of line-item projects funded by September 30, 1998, and each successive fiscal year, meet 90% of cost, schedule, and construction parameters.	100% meet standard	100% meet standard
<b>IVa8. Land Acquisition:</b> The average time between the appropriation and offer of just compensation is 171 days (a 5% decrease from 1997 level of 180 days).	average time between appropriation and offer is 171 days	average time between appropriation and offer is 171 days
<b>IVa9. Environmental Leadership:</b> IVa9A - 100% of NPS units and concessions operations will undergo an environmental audit to determine baseline performance; and IVa9B - 100% of parks/offices and concessions operations have fully implemented the regulatory recommendations arising from environmental audits, resulting in more sustainable planning and operations.	A. 50% of NPS units and concessioner units will undergo an environmental audit B. 40% are in full compliance	A. 100% are audited B. 100% are in full compliance

# National Park Service Goals At A Glance

## GOAL CATEGORY IV: ENSURE ORGANIZATIONAL EFFECTIVENESS

**Mission Goal IVb: The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.**

Long-term Goals	Performance Targets	
	FY 2002	FY 2005
<b>IVb1. Volunteer Hours:</b> Increase by 44.7% the number of volunteer hours (from 3.8 million hours to 5.5 million hours).	increase volunteer hours by 26.3%	increase volunteer hours by 44.7%
<b>IVb2. Donations and Grants:</b> IVb2A – Cash donations are increased by 3.6% (from \$14.476 million in 1998 to \$15 million); IVb2B – Value of donations, grants, and services from Cooperating Associations is increased by 35% (from \$19 million in 1997 to \$25.6 million).	increase donations by A. 1.55% for cash B. donation value from associations by 23.1%	increase donations by A. 3.6% for cash B. donation value from associations by 35%
<b>IVb3. Concession Returns:</b> Returns from park concession contracts are 10% of gross concessioner revenue.	7.5% of gross revenue	10% of gross revenue
<b>IVb4. Fee Receipts:</b> Receipts from park entrance, recreation, and other fees are increased by 33.1% over 1997 level (from \$121 million to \$161 million).	increase receipts by 33.1%	increase receipts by 33.1%
<b>IVbX. Park Partnerships:</b> The number of projects satisfactorily completed by partners under formal agreement that protect park resources or serve the park visitors is increased by (park-determined percentage). Optional Goal.	Optional park-specific goal	Optional park-specific goal



## Section II

### *Organization of Section II*

SECTION II PRESENTS THE GPRA PROGRAM ACTIVITIES AND THEIR RELATED GOALS. EACH GPRA PROGRAM ACTIVITY IS PRESENTED AND IS COMPOSED OF TWO PARTS.

The first part is an overview with a description of the GPRA Program Activity and a summary of the dollars to goals under it. A narrative summarizes the strategic issues facing the National Park Service concerning these goals (the operational process, skills, technologies, financial and human resources needed, and proposed legislation).

The second part is a series of charts and narratives that present the FY 2002 Annual Performance Plan, FY 2001 revised Operating Plan and the FY 2000 Annual Performance Report. The charts include baseline data, past performance, the revised estimated performance for the current year and projected performance for the budget year. Estimated dollars to goals are shown for FY 2001 as well as the projected financial resources needed for the FY 2002 base plan. The narratives explain the goal, the strategies (operational processes, etc.) necessary to achieve the goal. The narrative also discusses performance against the FY 2000 Annual Performance Plan, including success in achieving performance goals, and an explanation of unmet performance goals.

#### GOAL STRUCTURE AND ASSOCIATED GOALS

Each long-term goal has only one annual goal that shares the same goal number. Most long-term goals are outcomes, the results of NPS efforts rather than the NPS efforts themselves.

**Park Specific Goals.** Many national park units preserve, maintain and protect unique resources that defy categorization or generalization, such as the geothermal resources at Yellowstone and Hot Springs. Having long-term goals that cover every possible resource or visitor service would create impossibly long lists of goals. The Servicewide long-term goals address results that are fairly universal in scope. The 2000 NPS Strategic Plan added several generic goals to address some of the common needs as identified from the park-specific goals associated with the 1997 NPS Strategic Plan. These goals are shown with the Servicewide goals in the GPRA Program Activity Summary Tables to provide context. These additional goals allow the Service to report not only on the accomplishments to a particular Servicewide goal but also on the efforts and accomplishments to similar park-specific goals.

As the NPS becomes more familiar with performance management, the number of "park-specific goals" is decreasing. Parks are changing, refining, adding, deleting and reassigning goals as the relationship between park activities and Servicewide goals becomes clearer. Park-specific goals that are activities rather than outcomes are being eliminated. It should not be surprising that a significant amount of the NPS budget goes to park-specific goals given that many parks were authorized because of their unique resources and associated values.

## Section II

### *GPRA Program Activity Summary: I – Preserve Park Resources*

NATURAL AND CULTURAL RESOURCES AND ASSOCIATED VALUES ARE PROTECTED, RESTORED AND MAINTAINED IN GOOD CONDITION AND MANAGED WITHIN THEIR BROADER ECOSYSTEM AND CULTURAL CONTEXT. GOALS IN THIS PROGRAM ACTIVITY RELATE TO DEPARTMENTAL GOAL 1 - PROTECT THE ENVIRONMENT AND PRESERVE OUR NATION'S NATURAL AND CULTURAL RESOURCES.

The goals under this GPRA Program Activity encompass the broad mandate of the National Park Service Organic Act and subsequent legislation. The goals include the concepts of biological and cultural diversity. Long-term goals related to this GPRA program activity include the protection, restoration, or maintenance of ecosystems, rare plant and animal populations, archeological and ethnographic resources, world heritage sites, historic structures and objects, research collections, cultural traditions, and subsistence activities, relevant to the purpose and/or significance of the site. Long-term goals that deal with threats to natural or cultural landscapes or the perpetuation of wilderness values also relate to this mission goal, as do goals that seek cooperation with neighboring land managers and that promote ecosystem management. Many park-specific goals, where funding and personnel resources contribute to the overall mission goal, are reported as Ia0 goals rather than to specific Servicewide annual or long-term goals.

In addition to the goals that deal directly with preserving the resource, this program activity also includes

goals having to do with the National Park Service's contribution to scholarly and scientific research. The Service has fundamental information needs for making decisions about managing natural and cultural resources within the national park system. To meet this need, parks routinely use and often contribute to, scholarly and scientific research. For example, many of the park-specific goals require adequate information for decision-making (grouped under Ib0) and include research being carried out to preserve cultural landscapes in parks like Frederick Law Olmsted National Historic Site and Meridian Hill in Rock Creek Park. Also associated with this program activity is the need to assess the condition of and status of natural and cultural resources.

#### STRATEGIES FOR PRESERVE PARK RESOURCES

In the interest of efficiency, most park units are dependent to varying degrees upon support services from regional and support office specialists to accomplish their mission goals. These specialists manage natural and cultural resource data and a variety of maintenance

and resource preservation projects, oversee contracts with architect and engineering firms, ensure compliance with environmental and historic preservation laws, process contracts and personnel actions, prepare park management and site plans, and assist parks in improving accountability.

Today's operational environment requires that this dispersed organization perform as a coordinated system with information from the smallest to the largest units able to be tracked, reported and aggregated at the national level.

The NPS is developing its capability to deliver useful information in a timely manner to decision-makers and the public and is increasingly reliant on information management to perform its mission. Rapid changes in technology provide the means to gather, analyze and disseminate information more effectively. However, these capabilities bring about new burdens that increase the workload in the field. On average, each park is required to use over 30 in-house computer programs and numerous commercial software packages. The demands on existing central staff far exceed current capabilities and grow as new systems and services are added.

The NPS is developing several additional strategies to improve the preservation of park natural and cultural resources. Parks are exploring the benefits that can be derived from additional or redefined partnerships, relationships with Cooperative Ecosystem Studies Units (CESU) are being reviewed to assure that they improve results, and additional use of volunteers is being promoted. Building capacity in the field through the use of improved guidance, manuals/checklists, protocols, and training will be evaluated. Parks with common issues are encouraged to work together through sharing information, equipment, and employees for project teams. The Service is also improving the priority setting and budget allocation processes. Educating the public through interpretation remains an important method for preserving these unique resources.

Adopting performance management is a challenge requiring a culture change throughout the organization. To improve implementation, program managers and

Regional Directors will establish performance targets for each goal by region. The regions will coordinate performance targets between regions taking advantage of each region's strengths. Each park will then be given some responsibility to meet the performance targets at the regional level.

The complexity of resource condition assessment and the requirement for specialized qualifications continues to constrain annual performance assessments. The Service is exploring methods to have the field become more involved in the assessment process. Through training and the development of a field guide, responsibility for condition assessments could be shifted to current employees in the parks/clusters.



(Dollars in Thousands)	2001 Operating Plan	Change From 2001	2002 President's Budget
<b>Preserve Park Resources</b>	<b>\$ 778,946</b>	<b>\$ 42,849</b>	<b>\$821,795</b>
<b>Ia1. Disturbed park lands</b>	<b>\$ 35,334</b>	<b>\$ 7,593</b>	<b>\$ 42,927</b>
Related park-specific goals*	\$ 7,912	\$ 268	\$ 8,180
<b>Ia2. T&amp;E species on park lands</b>	<b>\$ 16,555</b>	<b>\$ 2,954</b>	<b>\$ 19,509</b>
Related park-specific goals	\$ 1,938	\$ 16	\$ 1,954
Ia2X. Native Species	—*	—	—
<b>Ia3. Air quality in Class I park areas</b>	<b>\$ 7,863</b>	<b>\$ 5,200</b>	<b>\$ 13,063</b>
Related park-specific goals	\$ 139	\$ 3	\$ 142
<b>Ia4. Water quality</b>	<b>\$ 3,104</b>	<b>\$ 1,536</b>	<b>\$ 4,640</b>
Related park-specific goals	\$ 3,239	\$ 119	\$ 3,358
<b>Ia5. Historic (LCS) structures</b>	<b>\$ 144,068</b>	<b>\$ 487</b>	<b>\$ 144,555</b>
Related park-specific goals	\$ 3,000	\$ 110	\$ 3,110
<b>Ia6. Museum collections</b>	<b>\$ 17,196</b>	<b>\$ (159)</b>	<b>\$ 17,037</b>
<b>Ia7. Cultural landscapes</b>	<b>\$ 51,620</b>	<b>\$ (7,44)</b>	<b>\$ 50,876</b>
Related park-specific goals	\$ 17,273	\$ 637	\$ 17,910
<b>Ia8. Archeological sites</b>	<b>\$ 11,861</b>	<b>\$ 405</b>	<b>\$ 12,266</b>
Related park-specific goals	\$ 1,594	\$ 59	\$ 1,653
<b>Ia9. Geological Resources</b>	<b>—</b>	<b>—</b>	<b>—</b>
Ia0. Additional park-specific goals	\$ 82,204	\$ 8,701	\$ 90,905
<b>Ib1. Natural resource inventories</b>	<b>\$ 12,814</b>	<b>\$ 0</b>	<b>\$ 12,814</b>
Related park-specific research	\$ 19,029	\$ 676	\$ 19,705
<b>Ib2. Cultural resource inventories</b>	<b>\$ 16,677</b>	<b>\$ 582</b>	<b>\$ 17,259</b>
<b>Ib3. Vital Signs</b>	<b>—</b>	<b>\$ 1,492</b>	<b>\$ 1,492</b>
<b>Ib4. Geological Resources</b>	<b>—</b>	<b>—</b>	<b>—</b>
<b>Ib5. Aquatic Resources</b>	<b>—</b>	<b>—</b>	<b>—</b>
Ib0. Additional park-specific goals	\$ 28,086	\$ 6,009	\$ 34,095
Land Acquisition/State Assistance*	\$ 89,460	\$ (9,257)	\$ 80,203
Construction and Major Maintenance	\$ 207,980	\$ 16,162	\$ 224,142

\* Note: **Servicewide goals are in bold**, funding for goals new in FY 2002 are only shown in the FY 2002 column where available. Land Acquisition and Construction dollars are segregated to clarify changes.

## FY 2002 BUDGET CHANGES

Foremost consideration was given in this proposal to parks that could best demonstrate performance results in accordance with National Park Service GPRA goals. In aggregate, the increase requested for specific park base operations has the following effects on the goals listed below.

The FY 2002 budget requests an increase within the Resource Stewardship activity for a Natural Resource Challenge that is intended to draw together the people, plans, public support and funds necessary to better protect parks in the future.

This identified increase would, help revitalize natural resources management in the National Park Service. This enables the NPS to accelerate the completion of resource inventories; continue progress on the Service's long-term goals related to exotics control and to the recovery of threatened and endangered species; improve water resources restoration and protection; boost the number of restoration and recovery projects undertaken. It will provide support for critical restoration needs at California Desert parks; implement the Resource Protection Act; and provide support for more than 160 NPS units that have significant geologic resources. And, it will provide staff to help with research, surveys, planning, and implementation of projects necessary for geologic resource protection.

Additional funding is directed toward parks experiencing severe threats to resources that require professional expertise beyond that currently available to the park. This supports the goals of the NPS Natural Resource Challenge, the number one priority of the NPS. Assistance would be provided through the Natural Resource Preservation Program (NRPP). There are nearly \$470 million in unfunded natural resource project needs identified in Resource Management Plans. The proposed funding would increase capacity by 50% to address this backlog. The Service will focus on specialized inventories (not part of the Inventory and Monitoring Program), natural resource management training and development, funds managed regionally to address small projects, and large projects meeting priority park needs. Funding will be used for regional projects and high priority park projects and training.

Natural Resource Preservation Program funding will be used for projects related to priority project backlogs addressing issues such as exotic species control, native species management, threatened and endangered species recovery, specialized inventories, and other critical natural resource management issues. Six new Exotic Plant Management Teams are planned to assist parks that do not have staff sufficient to deal with management of exotic vegetation. In addition to providing technical assistance in control activities, a coordinator position with each team will help develop inter-agency agreements and partnerships with other Federal and State agencies, tribal and local governments and non-governmental organizations. The position will assist parks with planning for exotics control and assist with integrating implementation with plans of other landowners and managers.

Assistance for water resource protection and restorations would also be provided. Analysis of Servicewide workload, park resource management needs, and budget priorities indicate a high demand for water resource, fishery, and aquatic technical assistance in parks to address ongoing issues. Examples include analysis of alternative water supplies for the South Rim at Grand Canyon National Park, recovery of endangered fish species in the Northwest, groundwater assessments at the desert parks, threats to wetlands at Gulf Coast parks, and addressing significant pollution sources affecting parks such as Chattahoochee River National Recreation Area, Delaware Water Gap National Recreation Area, Mojave National Preserve, Padre Island National Seashore, Klondike Gold Rush National Historical Park, and Buffalo National River. While the Servicewide Water Resources Program can provide limited, basically one-time assistance, more locally-based expertise is justified where water resource, fishery, and/or other aquatic issues are substantial and ongoing in a particular watershed area. Areas such as the Great Lakes, Colorado Plateau, and the Mid- and South Atlantic Coasts require more ongoing assistance. Positions would be funded by the Servicewide program, but would be located in parks where they have been identified as a priority. An additional thirteen aquatic resource professionals in parks are proposed.

## BUDGET APPROPRIATION CROSSWALK TO GPRA PROGRAM ACTIVITY I – PRESERVE PARK RESOURCES

### Performance Changes Occurring with Budget Increases

- Proposed park increases bring the total of disturbed lands restored to 8,900 acres and affects land in Sequoia Kings National Park, Redwood National Park, and Olympic National Park as well as other parks.
- Exotic vegetation in 66,400 acres (2.5% of lands impacted by exotic species) will be contained by FY 2002. The increase directly supports containment efforts in Yellowstone National Park, Cape Lookout National Seashore, Coronado National Memorial as well as many other parks through a national program.

**Data Limitations:** The natural resource goals in this goal category are complex and, presently, are not supported by operational databases. The lack of data and trained personnel makes it difficult to establish an accurate and verifiable baseline for many of the goals. In addition, there continues to be a misunderstanding of some of the terms used in the goals resulting in a misinterpretation of some performance indicators as measured by the individual park areas. For example, “targeted” (i.e. disturbed lands targeted for restoration) and “control” (i.e. controlling exotic species).

These issues are being addressed in a variety of ways. The NPS is beginning to build reliable natural resource inventories and operational databases. The establishment of a servicewide program for native and exotic species management will result in a certified database of parks and their responsibilities under approved recovery plans for endangered species. Funding for the control of exotic vegetation is improving the quality of data on infested acres. Definitions of the goals and

Budget Appropriation	FY 2001 Enacted		FY 2002 President's Budget	
	Total	GPRA Program Activity I	Total	GPRA Program Activity I
Operation of National Park System	1,391,177	442,748	1,470,499	486,360
United States Park Police	77,876	32,708	65,260	27,409
National Recreation & Preservation	59,827	4,216	48,039	2,960
Urban Parks and Recreation Fund	29,934	0	0	0
Historic Preservation Fund	94,239	1,834	37,055	721
Construction	315,301	207,980	339,802	224,142
Land Acquisition and State Assistance	215,141	89,460	557,036	80,203
Rescission of Contract Authority	(30,000)	0	(30,000)	0
Appropriations Total (not including permanents, supplementals)	2,153,495	778,946	2,487,691	821,795

terms are provided in a comprehensive guide on performance management in the National Park Service. And, Regional and servicewide subject matter experts or goal contacts are assigned and will receive training on the performance management process, goal management, verification and validation of information, and the annual reporting process.

For the cultural resource goals, data is gathered from a variety of sources both within and occasionally outside the Service. The data may have been compiled with differing standards and guidelines, levels of detail, and conventions. Some data is historical, but newly entered into a database, other data is newly compiled and entered, and some is a combination of both. Not every source reports data in a timely manner, which means that some data has to be extrapolated from prior-year data to meet reporting deadlines. Both scenarios cause data limitations.

The Service is still in the process of refining and correcting data. The concept of using the “best” available data was expedient, but good and excellent quality data is still mixed with mediocre and poor quality data. Consequently, aggregated baseline data is lower quality than was expected and has compromised the Services ability to accurately track progress in meeting goal outcomes. In data that we now know is flawed or substandard, corrections are being made as problems are discovered. The seeming fluctuations in the data reflect corrections to data that will improve future interpretation of performance. The Service is developing mechanisms to assess existing data and is refining the existing myriad sources of data into a cohesive, consistent, comprehensive, accurate and reliable database.

## PRESERVE PARK RESOURCES

### Ia1 – DISTURBED LANDS/EXOTIC VEGETATION

**Long-term goal** — By September 30, 2005, Ia1A – 10.1% of targeted parklands, disturbed by development or agriculture, as of 1999 (22,500 of 222,300 acres), are restored; and Ia1B - exotic vegetation on 6.3% of targeted acres of parkland (167,500 of 2,656,700 acres) is contained.

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, 4.0% (8,900 acres) of targeted parklands, disturbed by development or agriculture, as of 1999, are restored; and exotic vegetation on 2.5% (66,400) of targeted acres of parkland is contained.						\$35,334	\$42,927
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Restored disturbed lands (%)	n/a	3.6%	14.7%	16.8%	15.1%	2% <sup>1</sup>	4%
Restored acres since base year	3,800	8,700	35,380	40,000	36,410	4,500	8,900
Restored lands impacted by exotic species (%)	n/a	2.5%	8.2%	10.0%	10.9%	1.3% <sup>1</sup>	2.5%
Contained acres since base year	46,500	48,100	155,869	189,369	206,500	33,500	66,400
Baseline	.241 million acres disturbed and 1.9 million acres impacted					.222m/2.657m	

1. the baseline was changed for the FY 2001 goals

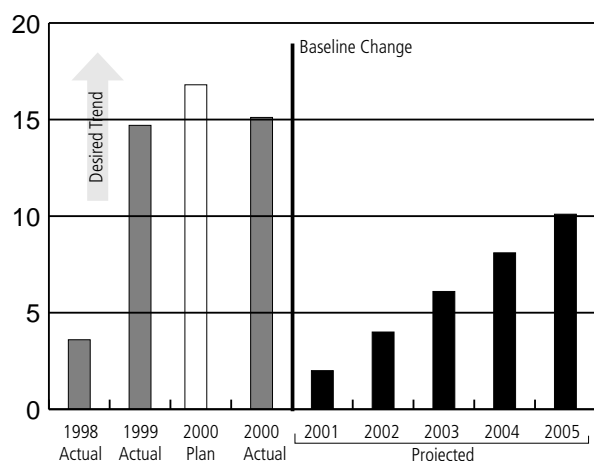
**Goal Description:** This goal improves resource conditions in parks by restoring lands impacted by former uses and containing invasive plants. Disturbed lands impact natural systems causing problems that affect other resources. Over 195 parks contain lands that have been disturbed by abandoned roads, dams, canals, railroads, campgrounds, mines, agricultural uses and other abandoned sites. In 1998, the parks identified 241,000 acres of NPS managed lands in

damaged condition as a result of development. Over 190 parks contain exotic vegetation which replaces thousands of acres of native vegetation, rendering the land uninhabitable for wildlife and despoiling or eliminating critical water resources. Control of these non-native species is necessary to restore and maintain healthy functioning ecosystems.

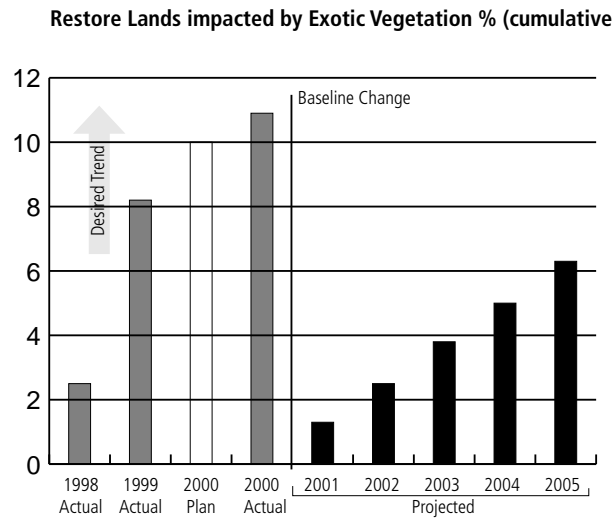
**Strategies:** Since 1998, the NPS has expanded cooperation with other government agencies providing a sharing of expertise with similar restoration issues. The NPS has cooperative agreements with several State Abandoned Mine Land reclamation programs, which enables important mine cleanup and safety work at NPS sites. The NPS is expanding the use of cooperative agreements with Universities for essential research needs and with professional societies, such as the Society for Ecological Restoration, for access to vital technical knowledge. As restoration work continues to rise in attention nationwide, funding from the Natural Resource Challenge, assistance from cooperative agreements, and help from outside contributors, such as the National Park Foundation, is important in helping parks meet their restoration work needs.

Though less than ten percent of exotic species projects are funded, the NPS is taking a multi-faceted approach by applying the principles of integrated pest management (IPM). To assist parks without the resources to manage

Restore Disturbed Lands % (cumulative)







invasive species the NPS has adopted a team approach introduced by Lake Mead NRA. This approach proved so successful the concept continues to form the basis of the budget increase request to establish additional teams located in critical areas throughout the Service. The budget request also provides a source of funding to parks whose invasive species needs exceed the capability of the teams. In FY 2001, 13 parks received base increases specifically for invasive species management.

Recognizing that cross-boundary movement of invasive species requires concerted management by all affected landowners, the NPS is working on many partnership efforts at the park and national level. Several parks are serving as insectaries for raising bio-control agents that are then collected and distributed to surrounding partners. Nationally, the NPS is taking a leadership role in groups such as the Federal Interagency Committee for the Management of Noxious and Exotic Weeds and the Plant Conservation Alliance. The NPS, through the Partners in Resource Education, continues to develop educational materials for parks and schools as part of its efforts to increase awareness of this problem.

**FY 2002 Increase:** This request is part of the National Park Service's Natural Resource Challenge. Funding would add six new Exotic Plant Management Teams (Teams) that will conduct assessments, sets priorities and control targeted species in parks that do not have sufficient staff, equipment or expertise to effectively control exotics. The funding enhances Service capability to respond rapidly to new infestations of exotic species and to other restoration needs. With these new Teams, the Service will increase its number of acres controlled by six percent or more than 2,000 acres per year.

Funding will be used to support project for species management activities including critical, non-recurring, small project needs for exotic species control projects outside the purview of the Teams and for other biological resource activities, such as Integrated Pest Management, wildlife disease, etc.

### FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, 16.8% (40,000 acres) of targeted disturbed park lands, as of 1997, are restored, and 10% (189,369 acres) of priority targeted disturbances are contained.

This goal had mixed results. The Service restored 15.1% (36,410 acres) of park land identified as disturbed and contained 10.9% (206,500 acres) of park land identified as impacted by exotic vegetation. The target for acres restored was increased based on the experience of FY 1999. The actual acres restored failed to meet the revised target, however it continues to exceed the original target for FY 2000 by a significant amount. It appears that parks realigned their priorities placing more emphasis on containing exotic vegetation. This is consistent with the Natural Resource Challenge. Also, some large parks did not report their actual performance by the end of the report period. Projected performance has not been affected.

An overall assessment of this goal has determined that it was met.

Data Validation	See page 106, Verification and Validation.
Data Verification	Measured performance is verified and validated at several levels including region and national. Other methods to verify and validate performance information include random sampling and testing of data, statistical analysis, and modeling. During FY 2001, a random selection of 10-15% of parks reporting to Ia1B, service wide, will be site verified by regional Integrated Pest Program (IPM) coordinators or other trained staff.
Data Source	All resource condition data is developed from field observations and measurements. Field Natural Resource Specialists at individual parks collect data on an annual basis. Number of acres restored are entered annually into a park database and cross referenced with previous year's data to determine total percentage of acres restored.
Data Limitations	See page 22, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.

## PRESERVE PARK RESOURCES

### Ia2 – THREATENED AND ENDANGERED SPECIES

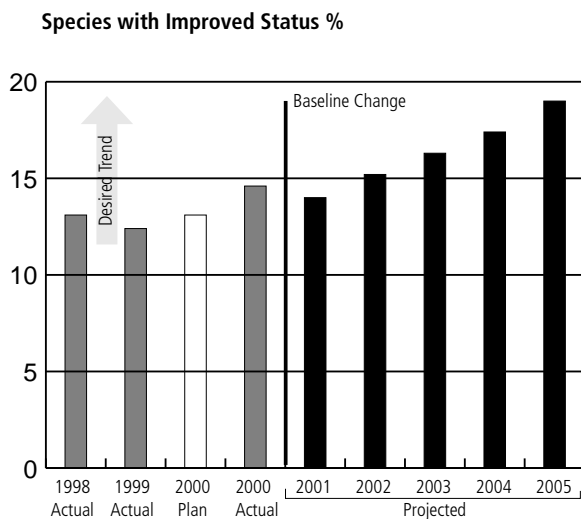
**Long-term goal** — By September 30, 2005, Ia2A<sup>1</sup> – 19.0% of the 1999 identified park populations (84 of 442) of federally listed threatened and endangered species with critical habitat on park lands or requiring NPS recovery actions have improved status; and Ia2B — an additional 21.3% (94 of 442) have stable populations.

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, 15.2% (67 of 442) of the 1999 identified park populations of federally listed threatened and endangered species with critical habitat on park lands or requiring NPS recovery actions, have improved status; and, an additional 21.3% (94 of 442) have stable populations.						\$16,555	\$19,509
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Species with improving status %	n/a	13.1%	12.4%	13.1%	14.6%	14.5% <sup>2</sup>	15.2%
Estimated T & E species (populations) improving status	n/a	57	54	57	64	64 <sup>2</sup>	67
Species with stable status %	n/a	32.3%	17.9%	18.3%	21.5%	21.3% <sup>2</sup>	21.3%
Estimated T & E species (populations) stable status	n/a	141	78	80	94	94 <sup>2</sup>	94
Baseline	436						442

1. planned performance for FY 2001 increased due to exceeding targets in FY 2000  
2. the baseline was changed for the FY 2001 goals.

**Goal Description:** This goal responds to the NPS Organic Act and to the Endangered Species Act that require federal agencies to develop programs for the conservation of listed species. The NPS has responsibility for over 2,500 recovery tasks in federally approved recovery plans involving threatened and endangered species.

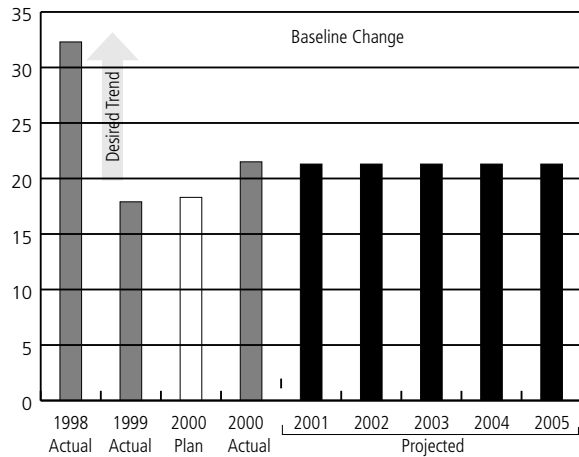
The National Park Service and its more than 83 million acres is uniquely suited to support these efforts. Recovering these species meets the letter and spirit of the Endangered Species Act and provides park visitors with an opportunity to view nearly complete ecosystems. The populations consist of those T&E species with critical habitat on park lands as well as those species requiring NPS recovery actions. Restoration of these species provides park managers with information that can be applied to the management of other species. Meeting this goal improves the status and stability of populations of federally listed threatened and endangered species.



**Strategies:** NPS efforts support U.S. Fish and Wildlife Service recovery plans. In addition, the NPS will collaborate with private and public organizations at the national, regional, and local levels. Information transfer through the use of park web sites that report efforts to improve a given species will be used. Education will be used to help overcome barriers to protecting habitat that can extend beyond park boundaries.

**FY 2002 Increase:** The identified increase would support part of the National Park Service's Natural Resources Challenge and would be used for threatened and endan-

Species with Stable Status %



gered species management. Funding would help parks undertake recovery actions, protect habitat and determine the status of their threatened and endangered species. More than 160 parks currently provide habitat for at least 168 species listed under the Endangered Species Act.

The National Park Service has been assigned more than 2,500 recovery tasks for 168 species in recovery plans approved by the U.S. Fish and Wildlife Service. More than 1,250 of these tasks are categorized as necessary for the continued existence of the species. The requested increase will double annual recovery expenditures and allow 40 more tasks assigned to the NPS to be funded.

Although NPS lands are critically important to the continued existence of many listed and non-listed species, many do not reside solely in parks but move across park boundaries to nearby lands. Project funding promotes partnering with other landowners and managers on mutually beneficial projects, an activity the Service has not been able to fully capitalize on because of limited funds.

## FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, 13.1% of the 1997 baseline identified park populations of federally listed threatened and endangered species with critical habitat on park lands or requiring NPS recovery actions have an improved status, and an additional 18.3% have stable populations.

The Service exceeded the goal for threatened and endangered populations that are improving and remaining stable. However, future performance for populations is uncertain. Data on park populations of threatened and endangered species requiring NPS recovery actions contains data of varying confidence levels. 1997 data was significantly at variance with 1998 data and was dropped from consideration. Data quality is improving for this goal and a new baseline was established. A new T&E species database is under development that is expected to improve data quality. In addition, condition of T&E species data are only useful as trend data over a number of years.

Verification of field data is insufficient and additional training may be required to ensure that national definitions are being consistently applied.

The goal was exceeded.

Data Validation	See page 106, Verification and Validation.
Data Verification	Measured performance is verified and validated at several levels including region and national. Data is entered annually by parks and cross referenced with previous years data, individual recovery plans, and USFWS data sets. Performance will be verified and validated at several levels including regional and servicewide. Other methods to verify and validate performance information include random sampling and testing of data, statistical analysis, and modeling.
Data Source	All resource condition data is developed from field observations and measurements. Field Natural Resource Specialists at individual parks collect data on an annual basis.
Data Limitations	See page 22, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.

## PRESERVE PARK RESOURCES

### Ia2x – NATIVE SPECIES OF SPECIAL CONCERN

**Long-term goal** — By September 30, 2005, (Park-determined percentage of) populations of plant and animal species of special concern (e.g., state-listed threatened or endangered species, endemic or indicator species or native species classified as pests) are at scientifically acceptable levels. Optional Goal.

**Annual Performance Goal** — By September 30, 2002, (Park-determined percentage of ) populations of plant and animal species of special concern (e.g., state-listed threatened or endangered species, endemic or indicator species or native species classified as pests) are at scientifically acceptable levels. Optional Goal.

**FY 01 Enacted**  
(,000)      **FY 02 Proposed**  
(,000)

to be  
determined

**Goal Description:** This goal addresses the management of plant and animal species not already addressed by existing servicewide or park-specific goals (Ia1B, Ia2 and Ia02). Parks will track progress toward their management objective(s) for a particular species or they will use the status of a particular species as a measure of a park's progress towards meeting a broader natural resources objective for the park.

**Strategies:** Parks set management objectives for species of special concern (state designated species, etc.) based on scientific information, park management plans, NPS Management Policy, the National Environmental Policy Act, the Endangered Species Act, and other compliance requirements.

Because this goal measures park progress toward their specific goals, it is not possible to provide a servicewide performance target or determine the status of the species of concern. Status could be reported as increasing or decreasing populations or individuals in populations. Changes could result from an increase or decrease in reproduction, mortality or recruitment.

**FY 2002 Increase:** Part of the budget increase that supports the National Park Service's Natural Resources Challenge would be used to help parks manage native species. Factors that contribute to the complexity of managing park native species include: increased visitation; movement of species across park boundaries; perceptions

that park species are over abundant, declining or damaging park or other resources; and concerns that park species may harbor and transmit diseases to other wildlife and domestic species. The funding would provide for projects related to these native species management issues.

Additional funding would be used to implement a new bison management program. In December 2000, a Record of Decision was signed by the Secretary of the Interior and the Secretary of Agriculture to implement a program resulting from the Final Environmental Impact Statement for Long-term Bison Management at Yellowstone National Park. This Federal decision commits Yellowstone National Park to a comprehensive suite of bison management actions for the park and the State of Montana intended to reduce the unnecessary killing of bison and mitigate the risk of brucellosis to livestock. The Governor of Montana concurrently signed a Record of Decision to implement this Joint Bison Management Plan. These actions will include: vaccination of bison calves and yearlings; bison population monitoring to enforce separation of bison and livestock during winter; and bison hazing and/or capture to enforce population management objectives. Concurrent with the vaccination operation, the Record of Decision requires separation of bison and cattle during the winter be maintained to minimize the risk of transmission of brucellosis to cattle. Maintaining separation requires substantial personnel and associated costs to constantly monitor bison distribution and abundance throughout the backcountry.

Data Validation	See page 106, Verification and Validation. This is an optional goal established on a park-by-park basis with validation in the park.
Data Verification	Measured performance is verified and validated at the park and region.
Data Source	All resource condition data is developed from field observations and measurements. Field Natural Resource Specialists at individual parks collect data on an annual basis.
Data Limitations	See page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.

## PRESERVE PARK RESOURCES

### Ia3 – AIR QUALITY

**Long-term goal** — By September 30, 2005, air quality in 70% of reporting park areas has remained stable or improved.

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, air quality in 63% of reporting park areas has remained stable or improved.						\$7,863	\$13,063
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Percent of parks improving	establish trend		63%	55%	59%	60%	63%

**Goal Description:** Park visitors can enjoy their experience more when visibility, ozone, and acid deposition levels are maintained at acceptable levels. Clean, clear air is a vital part of the visitor experience as well as healthy park ecosystems. Many park resources are dependent on good air quality for their vitality and existence. Visibility at all national parks is affected by human-caused air pollution, with scenic vistas obscured and historic scenes impaired. This goal holds the NPS responsible for protecting park air quality and air quality related values.

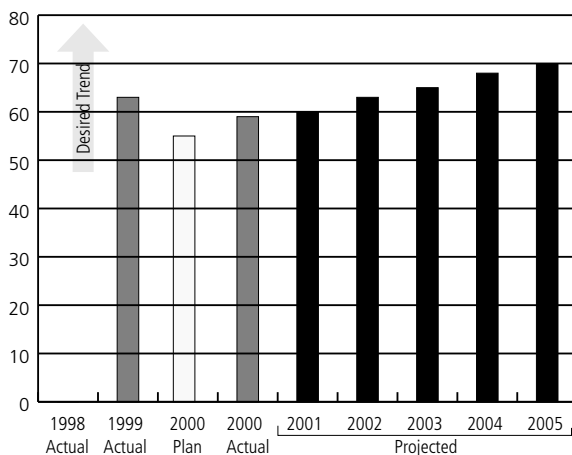
**Strategies:** Because park air quality conditions result from the cumulative impacts of regional emission sources, the NPS participates in regional efforts to protect air quality. The NPS reviews permit applications for new sources wishing to locate near NPS Class I Air Quality areas to ensure emissions from these facilities will not cause or contribute to any

adverse impact on air quality related values in these parks. The NPS continues to maintain a 33 station network of ozone monitors, 49 station network of fine particle samplers, a 42 station network of acid deposition monitors, an 18 station network of optical monitors, and, in partnership with the Environmental Protection Agency (EPA), a 14 station network of ultraviolet-B monitors. The NPS also coordinates EPA-funded air quality related ecological effects research and monitoring at selected parks, as well as the expansion of EPA's nationwide fine particle sampling network into various NPS Class I areas.

Collaboration with regulatory agencies will be increased, especially with state and local governments, and regional air quality management planning organizations. Geographical interpolation of existing national air quality data sets will provide estimates of air quality levels at those park units without monitoring stations. And, the NPS plans to provide additional public education on the effects of poor air quality on natural and cultural resources. Environmental Leadership is also expressed in this goal with the National Park Service working with others, notably the Department of Energy, for energy conservation and alternate fuel use.

**FY 2002 Increase:** The NPS would expand its air quality monitoring network 2002 by 8-12 units as a first step to ensure adequate representation of ecoregions and geographic coverage (e.g., additional monitoring in Class I parks and up to 20 Class II parks) with emphasis on units most threatened by air pollution or most vulnerable to degradation. Data analysis and reporting efforts would also be augmented so that park managers, NPS staff, and the public have timely information on air pollution levels and effects on resources. Parks will receive additional funding to support this enhanced level of monitoring. Special inten-

Parks Improving or Stable %



sive studies will be conducted to assess the cumulative ecological impacts of air pollution.

The additional funding would be used to provide and enhance support for monitoring technicians in parks and provide for data analysis and enhance air resource protection professional expertise in ten groups of linked parks and the Air Resources Division. Funding would also be used to enhance public education capabilities and provide project funds for priority projects related to ecological effects of air pollution.

This identified budget increase also would allow the NPS to compile basic resource inventories for 250 parks to identify resources most sensitive to air pollution. Special studies would be conducted to assess symptoms of harm -- including cumulative ecological impacts of air pollution, and to articulate air quality conditions needed to prevent resource degradation and sustain ecosystems. The NPS must provide State regulatory agencies and industry with this information so that these impacts are considered and mitigated during planning and permitting processes.

These studies, the enhanced monitoring, and the use of predictive models will be used to identify sources' contributions to air pollution in parks. The funding increase will strengthen air resource protection professional expertise at

both the field and national levels and will provide better coordination with EPA and state regulatory agencies establishing and implementing air pollution control programs designed to protect resources sensitive to air pollution. This request is a component of the National Park Service's Natural Resource Challenge.

**FY 2000 ANNUAL PERFORMANCE REPORT**

By September 30, 2000, air quality in 55% of reporting park areas has remained stable or improved.

The Service exceeded the goal with 59% of the parks measuring air quality stable or improving. The assessment of air quality is based on a 10 year trend of air quality indicators. Because air quality can show significant change during any given year, projections are based on the trend rather than the most recent performance.

The goal was exceeded.

Data Validation	See page 106, Verification and Validation.
Data Verification	Standard EPA air quality measures and EPA approved instruments for visibility and ozone levels are used. Acid deposition is measured using standard protocols of the National Atmospheric Deposition Program.
Data Source	All resource condition data is developed from field observations and measurements. Parks follow all standard EPA quality assurance guidelines for the measurement of ozone, visibility and acid deposition, including calibrating instruments daily when required. Standard replicate analysis is used. State agencies audit park EPA measuring equipment for quality control purposes.
Data Limitations	See page 22, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.

## PRESERVE PARK RESOURCES

### Ia4 – WATER QUALITY

**Long-term goal** — By September 30, 2005, 85% (244) of 288 parks have unimpaired water quality.

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, 70% (201) of 288 parks have unimpaired water quality.						\$3,104	\$4,640
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Percent of parks with unimpaired water quality	new goal				inventory & assessment	65.0%	70.0%

**Goal Description:** The quality of water in the natural environment is a critical indicator for the health of that environment. Improved water quality enhances plant and animal species in the parks and can play a significant role in the safe recreational use of park resources.

Almost 300 units of the National Park Service contain rivers, lakes, reservoirs, streams, springs, and wetlands, including 18 national riverways, 14 national seashores and lakeshores, and 12 parks containing major reservoirs.

An earlier version of this goal was abandoned in FY 1999 because it was not measurable.

**Strategies:** The NPS has limited capability to detect and assess changes in the condition of these resources and evaluate threats resulting from an array of sources and activities (both external and internal). A water resources program assists parks in providing specialized water quality inventories and monitoring, and water resources data management and geographic information system (GIS) applications. The NPS has developed a partnership with the U.S. Geological Survey where they will acquire water quality data to support objective periodic assessments of the status of water quality in the national park system.

**FY 2002 Increase:** The increase supports part of the National Park Service's Natural Resources Challenge and expands the field capability to respond to water resource issues in parks. Over 250 units of the National Park Service contain rivers, lakes, reservoirs, streams, springs, and wetlands. Many of these waters and related aquatic and riparian resources are in good condition but are threatened with impairment. Others are in an impaired state and require restoration. The NPS has a very limited capacity to design and carry out effective protection and restoration measures. Of the 250 parks with water resources, less than ten percent have their own aquatic resource specialist. To address these needs, the budget request increases aquatic resource capability to carry out resource protection and restoration on a watershed basis.

#### FY 2000 ANNUAL PERFORMANCE REPORT

This is a new goal. The first performance report is expected in the FY 2001 Annual Performance Report.

Data Validation	See page 106, Verification and Validation.
Data Verification	This goal utilizes trend data rather than a single baseline. Based on a preliminary review of EPA databases, 61% of parks (175 of 288) that are required to report to this goal had unimpaired water quality at the end of FY 2000.
Data Source	Information from existing state and federal water quality assessments will be used to report to this goal as well as a recently established monitoring networks of parks.
Data Limitations	See page 22, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.

## PRESERVE PARK RESOURCES

### Ia5 – HISTORIC STRUCTURES

**Long-term goal<sup>1</sup>** — By September 30, 2005, 50% of the historic structures on the current List of Classified Structures are in good condition.

	FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, 46% (12,420 of 27,000) of historic structures on the current List of Classified Structures are in good condition.	\$144,068	\$144,555

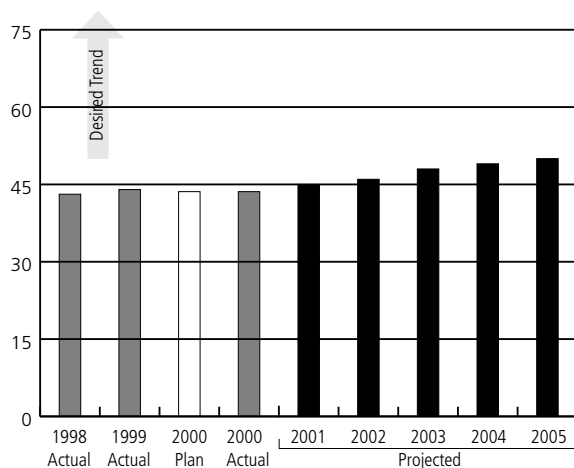
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Structures in good condition (A/B)	44.3%	43.1%	44% <sup>1</sup>	43.6% <sup>1</sup>	43.6%	45% <sup>1</sup>	46%
Number of structures in good condition (A)	8,856	9,985	10,659	10,900	11,124	11,700	12,420
Number of structures in inventory (B)	19,998	23,167	24,225	25,000	25,507	26,000	27,000

1. the goal was restructured to reflect actual ratios for any given year, some values were affected

**Goal Description:** Historic and prehistoric structures, and the events surrounding them, are key park cultural resources, forming the basis for 232 parks, and are integral to many other parks. Satisfaction of this goal increases the number of structures in good condition, while maintaining those currently in good condition. Servicewide standards define condition in terms of the character, material, and stability of the structure. Condition, as it is used here, is not an indication of the amount of work required to maintain a structure. "Good condition" is where the structures and significant features need only routine or cyclic maintenance, although that maintenance may be significant.

This goal was restructured to reflect better the actual condition of historic structures in any given year. It shows the total number of structures on the List of Classified Structures and those that are in good condition for each year. Earlier representations less accurately compared the total number of structures in good condition in a year against a fixed population (FY 1998). The resulting percentage in good condition was being skewed upward and was not indicative of the actual condition of historic structures for any given year except FY 1998. The annual percentage of structures in good condition will, however, be subject to annual fluctuations that may be more indicative of the number of structures added than the effort applied to improve condition. The number of structures in good condition each year is accurate.

**Structures In Good Condition %**



**Strategies:** All restoration, maintenance and preservation of the historical structures are done in the parks. Park base dollars fund the most expensive part of managing historic structures, maintaining them. Parks also rely on regional cyclic maintenance funds to halt deterioration and regional repair and rehabilitation funds and national program dollars for major repairs and restoration.

The List of Classified Structures (LCS) is the National Park Service's inventory of historic and prehistoric structures and is based on periodic assessments of the structures by trained teams. The database continues to grow by adding structures as they are qualified as historic and have been assessed for condition. Parks assess the condition of their structures annually for scheduling needs and for the pur-



poses of this goal. Information on structure condition is dynamic due to structures being added to the national park system, changes in condition of structures, and because some of the structures are lost through neglect, design, or uncontrollable natural forces.

The List of Classified Structures is one of the most complete inventories of cultural resources in the National Park System. The total population of historic structures on the List of Classified Structures is reported along with the total number in good condition. The percent of historic structures in good condition reflects not only the efforts by parks to improve the condition of historic structures but also the increased knowledge about historic structures accrued through continued inventorying efforts. To meet the goal, the number of historic structures in good condition must increase while those historic structures currently in good condition are maintain in that state. As the number of historic structures in good condition increases, the overall cost to maintain them in good condition also increases. Maintaining structures in good condition costs more than to allow them to deteriorate. It also costs more to maintain older structures. As historic structures age, maintenance costs increase. A flat budget, adjusted only for inflation, is in fact a diminishing budget for managing resources that cost more each year they are maintained. As deteriorating structures are brought into good condition, less money is available to improve the condition of additional structures in subsequent years. This situation of diminishing returns

slows the progress of meeting this goal. Although some national program funds available for major repairs and restoration of historic structures increased, competition for these funds is intense and only about 8% is available for historic structures.

#### FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, 10,900 of the 25,000 LCS structures are in good condition (43.6%).<sup>1</sup>

The Service maintained 25,507 historic structures in FY 2000 and saw an increase of 465 structures from fair, poor, or unknown to good condition resulting 11,124 historic structures in good condition (43.6%) in FY 2000.

The performance indicator for this goal was restructured to be based on percentage of structures in good condition of the total number of historic structures on the List of Classified Structures (LCS) for a given year.

The NPS met the goal. No adjustment of projected performance is planned. Overall performance is on target.

Data Validation	See page 106, Verification and Validation.
Data Verification	During FY 2000, LCS data were verified and validated independently by reassessing the condition of previously assessed structures. Each region conducted reassessments of random samples of LCS structures. The results of the reassessments were compared statistically with the original assessment data. For each region, the results support the hypothesis that the LCS data are accurate and reliable. LCS coordinators verify condition of structures with park superintendents and receive concurrence from Regional Directors. Reliability of data depends on standardization of definitions, and the application of such definitions consistently across all parks of the national park system. The LCS provides those definitions and is, therefore, capable of providing reliable data as confirmed by independent GAO audits. Measured performance will be verified and validated at several levels including region and national.
Data Source	The park historic structures program funds and trains specialists to assess all historic and prehistoric structures. Park superintendents verify that the data is correct. The specialists then update the LCS database.
Data Limitations	See page 22, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.

## PRESERVE PARK RESOURCES

### Ia6 – MUSEUM COLLECTIONS

**Long-term goal<sup>1</sup>** — By September 30, 2005, 71.8% of preservation and protection standards for park museum collections are met.

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, 68.2% of preservation and protection standards for park museum collections are met.						\$17,196	\$17,037
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Percent of applicable standards met	n/a	61.7%	63.4%	65.7%	65.6%	67.1% <sup>1</sup>	68.2%

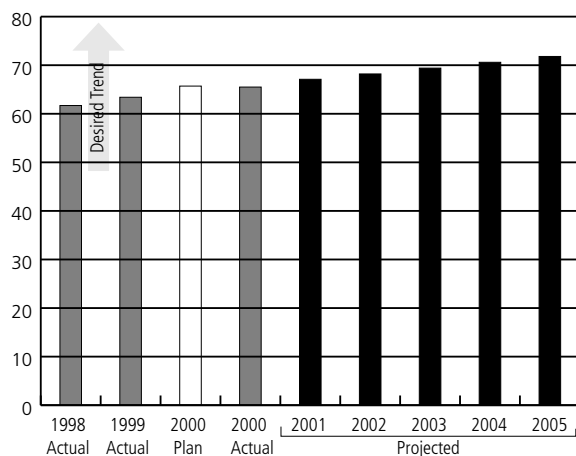
1. planned performance for FY 2001-2005 lowered due to FY 2000 performance, goal language clarified

**Goal Description:** The preservation and protection of museum collections is essential to the NPS mission. However, it is not practical to maintain current individual condition assessments on all 80 million items in the NPS museum collections. Instead, the NPS assesses the conditions in the facilities that house museum collections, assuming that meeting environmental, security and fire protection standards for those facilities is an effective way of maintaining the individual items housed in the facilities in a stable condition. All high monetary value and high risk items are checked annually and other items are checked using annual random sample inventories.

This goal facilitates the improvement of the storage and exhibit conditions for museum collections, the stabilization and treatment of museum objects and archival documents, and accelerates the correction of deficiencies.

**Strategies:** All treatment, maintenance and preservation of museum collections is managed by parks and cultural resource centers. Museum collections from over 320 units of the National Park System are maintained in parks, at seven NPS cultural resource centers, and at 144 non-NPS repositories. National program funding supplements park and regional funding sources and is prioritized to the greatest need.

Applicable Standards Met %



The environmental, security, and fire protection conditions necessary to preserve and protect museum objects are assessed against standards established to preserve museum collections. From 1998 through 2000 the focus was primarily on correcting fire, security, and procedural deficiencies. In FY 2002, emphasis will continue to be placed on correcting fire and security deficiencies and providing research and reference work areas for public access to collections. The goal directly supports the Secretary's priorities to reduce risks to our collections while increasing their access and use and correcting the Department's material weakness in museum property management.

## FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, increase the checklist standards met from 62% in FY 1998 to 65.7%.

The Service increased the percentage of checklist standards met from 61.7% to 65.6%. Though it did not meet the exact target of 65.7%, the difference is not considered significant. The goal is considered on target.

The goal was met.

Data Validation	See page 106, Verification and Validation.
Data Verification	Park data is submitted to Regional curators and national level simultaneously and cross-referenced for accuracy. Progress on meeting the target number of applicable checklist standards is then validated through the national database tracking system. Measured performance is verified and validated at several levels including regional and national.
Data Source	Park museum collection staff assess applicable standards and submit a checklist to the Washington Office/ National Center for Cultural Resources - Museum Management Program. Data is entered into a database tracking system at the national level.
Data Limitations	See page 22, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.



## PRESERVE PARK RESOURCES

### Ia7 – CULTURAL LANDSCAPES

**Long-term goal<sup>1</sup>** — By September 30, 2005, 33.1% of cultural landscapes on the current Cultural Landscapes Inventory with condition information are in good condition

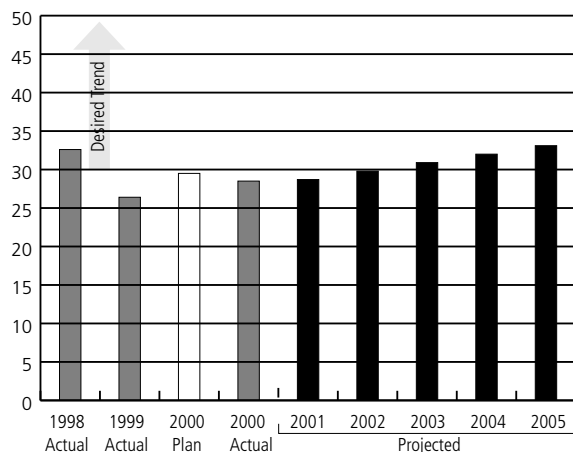
						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, 29.8% of cultural landscapes on the current Cultural Landscapes Inventory with condition information are in good condition (122 of 410).						\$51,620	\$50,876
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
CLI landscapes in good condition (A/B)	n/a	32.6%	26.4% <sup>1</sup>	29.5%	28.5%	28.7%	29.8%
CLI landscapes in good condition for year (A)	n/a	77	97 <sup>1</sup>	112	113	117	122
Total CLI landscapes with assessed condition for year (B)	n/a	236	368 <sup>1</sup>	380	396	408	410

1. the goal was restructured to reflect actual ratios for any given year, some values were affected

**Goal Description:** Cultural landscapes provide the physical environment associated with historical events and reveal aspects of our country's origins and development through their form, features, and use. They range from large rural tracts covering several thousand acres, such as the Gettysburg battlefield and the Blue Ridge Parkway, to formal designed landscapes, such as Frederick Law Olmsted's home and studio. Satisfaction of this goal increases the number of landscapes in good condition, while maintaining those currently in good condition.

The goal was restructured to reflect better the actual condition of cultural landscapes in any given year. It shows the total number of landscapes on the Cultural Landscape Inventory and those that are in good condition for each year. Earlier representations less accurately compared the total number of landscapes in good condition in a year against a fixed population (FY 1999). The resulting percentage in good condition was being skewed upward and was not indicative of the actual condition of cultural landscapes for any given year except FY 1999. The annual percentage of landscapes in good condition will, however, be subject to annual fluctuations that may be more indicative of the number of landscapes added to the inventory than the effort applied to improve condition. The number of landscapes in good condition each year is accurate.

**Cultural Landscapes in Good Condition%**



**Strategies:** All restoration, maintenance and preservation of the cultural landscapes is done in the parks. As of September 30, 2000, a total of 2,743 landscapes had, at a minimum, a reconnaissance level of inventory. However, only 396 were assessed for condition. The remaining 2,400 landscapes require further analysis and assessment. To date, the number of landscapes with condition information represents a small fraction of the estimated total number of cultural landscapes. Condition is based on evidence of major disturbance and deterioration by natural and/or human forces. Good condition requires that the landscape's cultural and natural values are as well preserved as can be expected under the given environmental conditions and no immediate corrective action is required to maintain its current condition.

The Cultural Landscapes Inventory is three years old and is one of the newer inventories of cultural resources in the National Park System. The total number of cultural landscapes on the Cultural Landscapes Inventory has been reported along with the total number in good condition. The percent of cultural landscapes in good condition reflects not only the efforts by parks to improve the condition of cultural landscapes but also the increased knowledge about cultural landscapes accrued through continued inventorying efforts. To meet the goal, the number of cultural landscapes in good condition must increase while those cultural landscapes currently in good condition are maintained in that state. As the number of cultural landscapes in good condition increases, the overall cost to maintain them in good condition also increases. Maintaining landscapes in good condition costs more than to allow them to deteriorate. It also costs more to maintain older landscapes. As cultural landscapes age, maintenance costs increase. A flat budget, adjusted only for inflation, is in fact a diminishing budget for managing resources that cost more each year they are maintained. As deteriorating landscapes are brought into good condition, less money is available to improve the condition of additional landscapes in subsequent years. This situation of diminishing returns slows the progress of meeting this goal. Although some national program funds available for major repairs and restoration of cultural landscapes increased, competition for these funds is intense and cultural landscapes typically do not compete well against other infrastructure needs.

## FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, 29.5% of the landscapes on the Cultural Landscapes Inventory are in good condition.

The performance indicator for this goal was restructured to be based on percentage of landscapes in good condition of the total number of landscapes that have a condition assessment for any given year.

Only 28.5% of assessed cultural landscapes were in good condition by the end of FY 2000. The Service's cultural landscapes inventory (CLI) contained 1,590 cultural landscapes in FY 1998. Of the landscapes that were assessed for condition (396) only 113 were identified as being in good condition by the close of FY 2000.

The NPS did not meet the goal. Restructuring the performance indicator will make it easier to determine whether the long term target is reachable. It is possible that the projection was overly ambitious given the condition of the landscapes and the Service's capability to improve them. The projected performance for FY 2005 will be reassessed following actual results for FY 2001.

Data Validation	See page 106, Verification and Validation.
Data Verification	During FY 2000, CLI data were verified and validated independently by reassessing the condition of previously assessed cultural landscapes. The results of the servicewide reassessments were compared statistically with the original assessment data. The results supported the hypothesis that the CLI data are accurate and reliable. Regional coordinators for the CLI database verify condition of landscapes with park superintendents and receive concurrence from Regional Directors prior to submitting data to WASO. Reliability of data depends on standardization of procedures, definitions, and the application of such standards consistently across all parks of the national park system. The CLI provides those standards. Measured performance will be verified and validated at several levels including regional and national.
Data Source	The Park Cultural Landscapes Program funds and trains specialists to assess all cultural landscapes. Park Superintendents verify that the data is correct. The specialists then update the Cultural Landscapes Inventory database (CLAIMS).
Data Limitations	See page 22, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.

## PRESERVE PARK RESOURCES

### Ia8 – ARCHEOLOGICAL SITES

**Long-term goal<sup>1</sup>** — By September 30, 2005, 50% of the recorded archeological sites with condition assessments are in good condition.

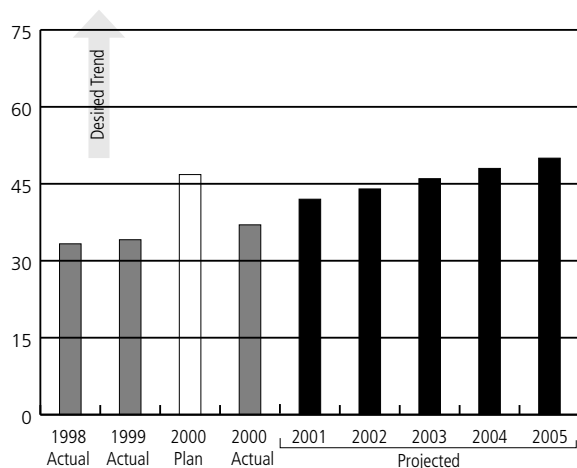
						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, 44% of the recorded archeological sites with condition assessments are in good condition (9,240 of 21,000).						\$11,861	\$12,226
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Recorded sites in good condition (A/B)	55%	33.3%	34.1%	46.8%	37.0%	42%	44%
Number recorded sites with condition info in good condition (A)	2,342	4,244	4,347	5,960 <sup>1</sup>	4,711	7,980 <sup>1</sup>	9,240
Number recorded sites with condition info (B)	4,258	12,700	12,740	12,740	12,740 <sup>1</sup>	19,000 <sup>1</sup>	21,000

1. the goal was restructured to reflect actual ratios for any given year, some values were affected

**Goal Description:** The condition of archeological resources is an important indicator for the NPS to monitor. Archeological resources have commemorative, educational, and scientific values for many Americans. They also may have special cultural value for members of ethnic groups associated with specific resources. Achievement of this goal results in maintaining the integrity of archeological sites and their long-term preservation for the enjoyment of visitors, their educational and scientific value for researchers, and their cultural value for the ethnic groups associated with specific sites.

This goal was restructured to reflect better the actual condition of archeological sites in any given year. It shows the total number of archeological sites with condition information and those that are in good condition for each year. Earlier representations less accurately compared the total number of archeological sites in good condition in a year against a fixed population (FY 1998). The resulting percentage in good condition was being skewed upward and was not indicative of the actual condition of archeological sites for any given year except FY 1998. The annual percentage of archeological sites in good condition will, however, be subject to annual fluctuations that may be more indicative of the number of sites added than the effort applied to improve condition or reduce threats. The number of archeological sites in good condition each year is accurate.

**Recorded Sites In Good Condition %**



**Strategies:** All restoration, maintenance and preservation of the archeological sites is done in the parks. The research integrity and interpretive potential of an archeological site depends on its condition. While efforts have been directed toward survey and identification of new archeological sites, systematic review of the condition of existing sites has received less attention. This is changing. For example, the Vanishing Treasures Initiative is a grass roots effort by park professionals to draw attention to, and deal with, the loss of standing architecture at Southwestern archeological sites.

## FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, 46.8% of the recorded archeological sites with condition assessments are in good condition.

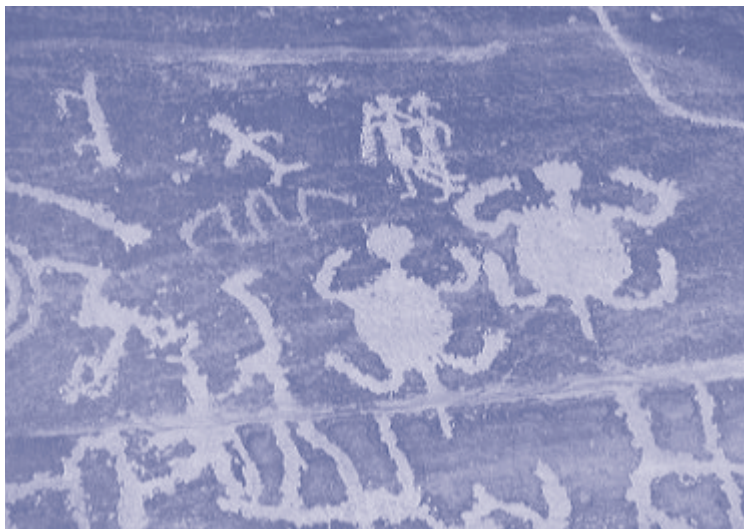
The performance indicator for this goal was restructured to be based on percentage of archeological sites in good condition of the total number of archeological sites that have a condition assessment for any given year.

The NPS was only able to achieve 37% for this goal. This performance indicator uses a servicewide database as a surrogate indicator of actual condition in the field. It is affected by two variables. The first variable is the number of archeological sites in the database with condition information and the second is the number of archeological sites in the database identified as being in good condition. The NPS misjudged the effect on performance of adding sites with condition information to the database. In addition, the Service over-estimated its ability to improve the condition of sites.

Given the trend that is now available, the Service has a better understanding of its capabilities to affect condition on a year-to-year basis. Also recognized is the small effect that adding new sites with condition information to the database has on overall performance.

The goal was not met. Additional analysis has been completed and the goal has been restructured to identify the annual ratio of sites in good condition to the total number of condition-assessed sites rather than use a static baseline. Goal projections were realigned to address all of the applicable sites annually. This change provides a better picture of archeological site condition in the NPS. The projection for FY 2005 remains at 50%.

Data Validation	See page 106, Verification and Validation.
Data Verification	The accuracy of the archeological site information is verified at the data entry level. The data entry personnel are responsible for the integrity of the site information as it is entered into the database.
Data Source	Information on archeological sites is sent by the NPS park units to the Archeological Cluster Coordinator and then forwarded to the Archeology and Ethnographic Program's Servicewide archeological database (ASMIS) at the National Center for Cultural Resources Stewardship and Partnership Programs.
Data Limitations	See page 22, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.





# PRESERVE PARK RESOURCES

## Ia9 – GEOLOGIC RESOURCES

**Long-term goal** — By September 30, 2005, 20% of known paleontological localities in parks are in good condition; and, 72,500 square feet of cave floor in parks are restored.

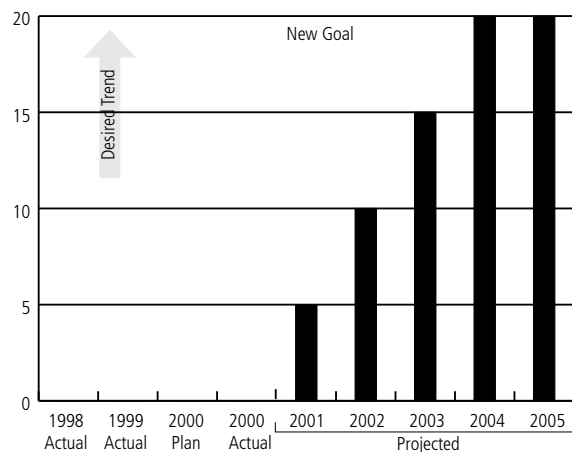
	FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, 10% of known paleontological localities in parks are in good condition; and 29,000 square feet of cave floor in parks are restored.	To be determined	

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Known paleontological localities in good condition		new goal		Inventory	Inventory	5%	10%
Cave floor restored		new goal		n/a	n/a	14,500	29,000

**Goal Description:** 20% of the known paleontological localities will be in good condition by 2005. Paleontological resources (fossils) are important and unique resources subject to damage, theft, or disturbance. Preservation ensures that future generations will have these non-renewable and relatively rare resources with their scientific, educational, and recreational values maintained for use and enjoyment.

Visitation in caves causes direct degradation of cave resources; restoration of cave floors and features aids in maintaining a natural cave environment. This goal presently addresses only 17 of the 79 units of the National Park Service that contain significant caves and karst features; these range from as few as 10 to 15 caves to well over 400 caves. Of the approximately 2,000 miles of known cave passages in NPS caves, less than 10% of the cave floors have been inventoried for floor impacts. Of the known impacted areas, even less have been restored to pre-impacted conditions. This goal results in having cave and karst resources and their associated values protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

**Paleontological localities in good condition %**



**Strategies:** This new goal addresses the need to preserve paleontological resources throughout the parks. Preservation of fossils depends upon the good condition of a locality and accurate documentation of a site's location. Managing visitation so the site is not disturbed is required. All collected fossils and their associated data should be maintained according to NPS standards. Parks will assess the condition of cave floors and set priorities for their restoration as necessary.

Data Validation	See page 106, Verification and Validation.
Data Verification	Parks will maintain a cave restoration log to document both the details of restoration activities and the results of restoration impact monitoring. Guidelines for cave restoration are provided in the Cave and Karst Management section of RM-77.
Data Source	Paleontological sites will be inventoried and have their condition identified by each park. The information obtained from the parks and public individuals, a literature search, and record reviews will be put into a park database. Impacts to caves from human use will be identified and quantified by impact mapping on cartographic cave surveys and restored sq. feet overlaid on cartographic surveys stored in GIS data bases.
Data Limitations	See page 22, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.



PRESERVE PARK RESOURCES  
Ia0 - PARK-SPECIFIC GOALS

Long-term goal — Park-specific goals not aggregating to Servicewide goals.		
	FY 01 Enacted (,000)	FY 02 Proposed (,000)
Annual Performance Goal — Diversity of goals does not permit a common measure	\$82,204	\$90,905

**Goal Description:** The zero (0) goals contain park-specific goals that cannot aggregate to Servicewide goals. They represent results that are specific to certain parks or types of resources. For example, monitoring and protection programs for coral reefs, cooperation with international partners for the Beringia/Arctic Ecosystem Agreement, implementation and enforcement of regulations affecting road use and snowmobile use, and other important goals.

As the organization is becoming more familiar with performance management, there is a growing recognition that many park specific goals contribute to the Servicewide goal. Consequently, the number of park specific goals is decreasing. Parks are changing, refining, adding, deleting and reassigning goals as the relationship between park activities and Servicewide goals becomes more clear to the managers responsible for reporting the results.

**Strategies:** Restoration of damaged lands occurs throughout the national park system. The Servicewide goal (Ia1) for restoration only addresses restoration of previously developed lands and park land impacted by exotic species. Parks report restoration of natural areas damaged by natural disasters and fire as park-specific goals. Habitat restoration in the effort to improve the viability of threatened and endangered species (goal Ia2) may also be reported here.

Other goals for the preservation of natural and cultural resources managed by the National Park Service are appropriately located under this goal. Examples include the success at Yellowstone National Park in preserving and maintaining 44 species of mammals, 279 species of birds and 8 species of native fish; scientific research in park units resulting in the publication of scholarly papers; and joint wildlife management partnerships created with private and public entities. Many of the park-specific goals reported here will eventually be reported under the "Native Species of Special Concern" goal (Ia2X).

In 1999, the parks indicated that documented, non-recurring natural resource project needs total nearly \$200 million, with large projects making up 50 percent of the total number of projects but 90 percent of the project funding

need. Parks and Regions have little or no flexible, dedicated funding to meet these needs. At current funding, less than a dozen new projects can be initiated each year. These projects often rely on the Natural Resource Preservation Program as providing the only reliable and dedicated source of large project funding for natural resource management projects.

**FY 2002 Increases:** The proposed increase supports the National Park Service's Natural Resources Challenge and would be used for funding the Natural Resource Preservation Program (NRPP). There are nearly \$470 million in unfunded natural resource project needs identified in Resource Management Plans. The proposed funding would provide a 50% over the FY 2000 capability to address this backlog. Funding would support priority natural resource priority needs.

Funding would support projects that provide: exotic species control, native species management, threatened and endangered species recovery, specialized inventories, and other critical natural resource management issues. The increase would support additional large natural resource projects across the Service. Project funds would be administered at both the national and regional levels.

The projects address high priority needs with most projects selected through competition. Enhanced interpretive efforts will improve protection of resources. Projects also include more sophisticated approaches to park resource protection and law enforcement that targets vulnerable natural resources in parks, such as paleontological resources, sensitive species, and native flora and fauna.

Funding would be used to implement provisions of the Resource Protection Act that allow the NPS to use cost recovery to restore resources damaged by third parties rather than NPS appropriations. This funding will provide the needed expertise and administrative framework to plan and direct restoration and to support cost recovery. The program will be implemented in direct support of injured park resources, but will be administered by the

Environmental Quality Division to ensure program consistency and efficient administration.

It is estimated that there are over 2,000 instances of damage to park resources per year that require response and restoration. Currently, this program has not been implemented; there is only limited capability for restoration activities for damages resulting from oil spills and the marine environment, available largely as a result of funding from the Oil Spill Pollution Act.

The funding increase will result in additional replacement, restoration or other mitigation of damages to public property. The new capability will evaluate damaged resources; establish baseline characterizations; identify responsible party contacts; coordinate with State and Federal trustee agencies in seeking coordinated recoveries from responsible parties; and support other recovery actions and evaluations. The program will work in tandem with existing natural resource damage and restoration processes to ensure uniform application of recovery processes and to network with existing sources of expertise in the public and private sectors. Damage response and restoration will be undertaken without impacting the current NPS budget. Once restoration is achieved, surplus funds are then forwarded to the General Treasury.

## PRESERVE PARK RESOURCES

### Ib1 – NATURAL RESOURCE INVENTORIES

**Long-term goal** — By September 30, 2005, Acquire or develop 87% (2,203) of the 2,527 outstanding data sets identified in 1999 of basic natural resource inventories for all parks.

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, acquire or develop 44.4% (1,121) of the 2,527 outstanding data sets identified in 1999 of basic natural resource inventories for all parks.						\$ 12,814	\$12,814
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Number of data sets developed or acquired	n/a	181	223	453	455	768	1,121
% data sets acquired <sup>1</sup>	n/a	8% <sup>1</sup>	9.75% <sup>1</sup>	19.8%	19.9%	30.4%	44.4%
Baseline	2,287					2,527	

1. values corrected for errors

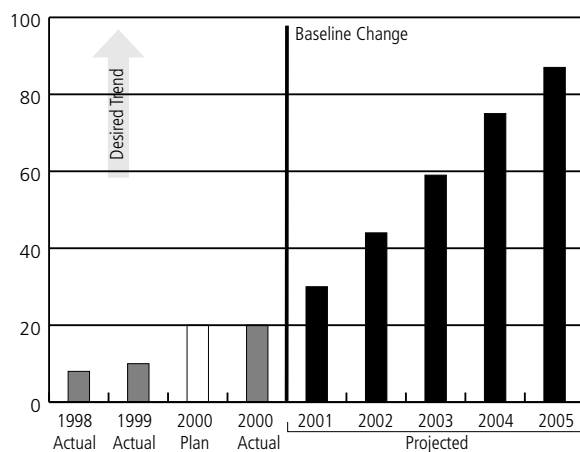
**Goal Description:** The preservation of natural resources requires a wide range of information. Much of this information is contained in 12 data sets. The NPS is obtaining those 12 basic data sets for approximately 256 parks. Through these efforts parks will acquire, through commercial contracts or agreements with universities and other federal offices, most of the basic data they need to manage resources.

**Strategies:** To address the lack of scientific information and monitoring expertise, the basic data sets are being acquired for each natural resource park. These inventories

include: an automated, historical database (bibliography); surveys/lists of vascular plants, vertebrates, threatened and endangered species, and other species of special concern for a particular park; cartographic data, geology and soils maps; water resource inventories; air quality information, including air quality related values; and basic precipitation and meteorological data. Beginning in FY 2001, the NPS will cost share development of the twelfth data set, vegetation maps, with the U. S. Geological Survey. This will increase the baseline number for basic data sets to be completed by the NPS from 2,287 to 2,527. Collectively, these data sets represent the minimum scientific information needed to manage park natural resources. Efficiencies accrue from coordinating acquisition with the USGS and the Natural Resource Conservation Service, as well as by coordinating basic data acquisition, such as aerial photography, with other Federal land managers.

The National Park Service will develop monitoring protocols based on prototype inventorying and monitoring efforts and train non-specialists in the field to augment/expedite the work of experts. In addition, the NPS will provide additional collaboration with other government agencies.

**Data Sets Acquired %**



### FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, acquire or develop 453 of the 2,287 outstanding data sets identified in 1997 of basic natural resource inventories for all parks.

The goal was met. The NPS acquired all of the data sets it projected for 2000 and is on target for 2005.

Data Validation	250 parks identified the data sets needed to manage natural resources. See page 106, Verification and Validation.
Data Verification	Natural resource data set reports are sent electronically and also a paper copy of data set reports are sent to NPS, Natural Resource Division.
Data Source	A count is maintained as data sets are acquired from the U. S. Geological Survey (USGS), university and college sources and from other government agencies.
Data Limitations	See page 22, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.

## PRESERVE PARK RESOURCES

### Ib2 – CULTURAL RESOURCE BASELINES

**Long-term goal<sup>1</sup>** — By September 30, 2005, Ib2A – Archeological sites inventoried and evaluated are increased by 35% (from FY 1999 baseline 48,188 sites to 65,054); Ib2B — Cultural landscapes inventoried and evaluated at Level II are increased by 136.4% (from FY 1999 baseline 110 to 260); Ib2C — 100% of the historic structures have updated information (24,225 of FY 1999 baseline of 24,225); Ib2D — Museum objects cataloged are increased by 34.3% (from FY 1999 baseline 37.3 million to 50.1 million); Ib2E — Ethnographic resources inventory is increased by 634.5% (from FY 1999 baseline 400 to 2,938); and Ib2F — 112 parks have historical research that is current and completed to professional standards (29% of 384).

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, Archeological sites inventoried and evaluated are increased by 17% (from 48,188 to 56,621); Cultural landscapes inventoried and evaluated at Level II are increased by 73.7% (from 236 to 410); 55.8% of historic structures have updated information (13,527 of FY 1999 baseline of 24,225); Museum objects cataloged are increased by 18.7% (from 37.3 million to 44.3 million); Ethnographic resources inventory is increased by 317% (from 400 records to 1,669 records); and 55 parks have historical research that is current and completed to professional standards (14.3% of 384).						\$ 16,677	\$17,259
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
<b>A.</b> No. of recorded archeological sites in ASMIS	25,270	43,167	48,188	50,597	52,198	53,810 <sup>1</sup>	56,621
<b>B.</b> No. of cultural landscapes on CLI	n/a	236 <sup>2</sup>	368 <sup>2</sup>	380 <sup>2</sup>	396	408 <sup>1</sup>	410
<b>C.</b> No. of historic structures on LCS	19,998	23,167	24,225	25,000	25,507	26,000 <sup>1</sup>	27,000
<b>C.</b> Percent of historic structures Information updated (replaces C.)	new indicator				7%	33.4% <sup>1</sup>	55.8%
<b>D.</b> No. of museum objects catalogued	31.4m	34.3m	37.3m	39.3m	38.6m	42.3m <sup>1</sup>	44.3m
<b>E.</b> No. of recorded ethnographic resources	0	0	400	823	947	1,246 <sup>1</sup>	1,669
<b>F.</b> Parks with current historical research – new goal	new indicator			Develop baseline	17	36	55

1. planned performance for the long-term goal and FY 2001 were modified to reflect actual FY 2000 performance and Congressional action  
2. inventory numbers reset due to restructuring of goal Ia7

**Goal Description:** Knowledge about cultural resources and their condition is crucial to managing them well. As park cultural resources are inventoried and conditions assessed, the NPS will be able to manage those resources better. The public will have better access to collections data through the web and the public search function of ANCS+ and the new web-based LCS. Park managers will have information on groups having a traditional association with NPS resources.

The Cultural Landscapes Inventory (CLI) is the National Park Service's inventory of cultural landscapes. The CLI is dynamic due to inventory changes through structures being added to the national park system, changes in condition of structures and those lost through neglect, design, or uncontrollable natural forces.

Resources often are threatened by the lack of basic resource information needed to manage them. The lack of

up-to-date, detailed, systematic data about resources and their problems impairs the proper management of resources. To set priorities and develop preservation and interpretive strategies, park managers need baseline information about the nature and scope of the cultural resources they manage.

**Strategies:** The NPS will increase the number of park/cluster/support office professionals capable of conducting inventories, including maintenance. Regional Goal Coordinators will provide the number of inventories required to NLC and will broker accomplishment with the Regional Directors. Each region could utilize a university partner or CPSU to conduct inventories in the parks. (Training of university professionals and students will be necessary). Making cultural resource inventories web-based would allow better access and provide program visibility and management information. However, data security concerns may require having only selected data available on the web

Measurement of the Servicewide performance for cultural resource inventories is based on data records maintained electronically in the Archeological Sites Information Management System (ASMIS), the Automated National Catalog System (ANCS+), the List of Classified Structures (LCS), the Cultural Landscapes Automated Inventory Management System (CLAIMS), and the Ethnographic Resources Inventory (ERI).

## FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, increase the number of inventoried archeological sites by 7,430 bringing the total to 50,597; increase the number of cultural landscapes to the cultural landscape inventory bringing the total to 380; increase number of inventoried structures on the List of Classified Structures to 25,000; increase number of museum objects on the Automated National Catalog System to 39.3 million objects; and, increase number of items on the Ethnographic Resources Inventory bringing the total to 823.

From the baselines identified above, the FY 2000 performance represents a cumulative increase to the cultural resource inventories of 2,340 structures, 4.3 million museum objects, 160 cultural landscapes, 9,031 archeological sites, and 547 ethnographic items. The goal language was clarified for consistency between performance indicators.

The goal was restated to match the display of performance indicators for the FY 2002 Plan.

The NPS met or exceeded four indicators and did not meet one for cultural resource inventories. The goal is considered to be on target.

Data Validation	See page 106, Verification and Validation.
Data Verification	Each regional office or National Center for Cultural Resources verifies that the data are correct. The data is cross-checked against what parks have submitted to resolve any discrepancies with park information in the PMDS and cross-checked against what each Park submits electronically to the National Catalog system. Ethnographic data are verified/validated by professional cultural anthropologists. The accuracy of the archeological site information is verified at the data entry level. Cultural resource management specialists provide professional review of HRSs and other historical research studies and documentation funded by NPS.
Data Source	The support office coordinator collects data for historic structures and cultural landscapes on site visits. Data for museum objects are derived from the Collection Management reports. An automated count of objects cataloged during the year is carried out to determine the number of objects to report. Ethnographic data is developed through site/field visits, literature reviews, personal interviews, and documentary research. Parks indicate whether they have current historical research. Archeological site data are collected by professional archeologists in the field and added to site record in the ASMIS database at the park or center. Annual data updates are collected by the Archeology Inventory Coordinator and compiled nationally by the Archeology and Ethnographic program.
Data Limitations	See page 22, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.

## PRESERVE PARK RESOURCES

### Ib3 – VITAL SIGNS

**Long-term goal** — By September 30, 2005, 80% of 270 parks with significant natural resources have identified their vital signs for natural resource monitoring.

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, 20% of 270 parks with significant natural resources have identified their vital signs for natural resource monitoring.						n/a	\$ 1,492
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Percentage of parks	new goal					5%	20%
Baseline						270	

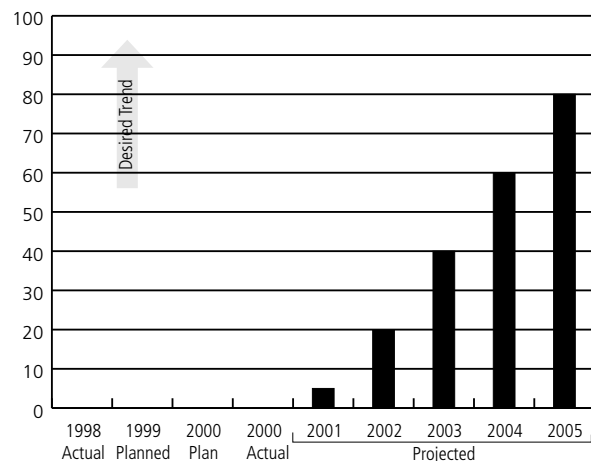
**Goal Description:** A clear and simple method to identify the health of the resources is needed. The preservation of healthy parks depends on acquiring timely and accurate information about the condition of the natural resources, monitoring how conditions change over time, and acting on that information with confidence. Achievement of this goal will provide a sound scientific foundation for measuring NPS performance in natural resource stewardship.

**Strategies:** Vital signs will be identified through fact-finding workshops for 270 parks or groups of parks. The workshops will involve park staff and experts from inside and outside the NPS who are knowledgeable about parks' natural resources and ecosystems. In FY 2001 five of the 26 park networks will begin implementing park vital sign monitoring. The first phase of the vital signs monitoring proposed for funding in FY 2001 will add parks to the seven prototype programs underway, and begin the process for five more networks, including the four unfunded prototypes.

**FY 2002 Increase:** Funds would initiate vital signs monitoring in 4 separate park networks involving approximately 36 park units and fund ecological monitoring to assess condition of their natural resources. In FY 2001, funding allowed the Service to begin implementing park vital signs monitoring in 5 park networks, encompassing 55 parks. Funding requested in FY 2002 would be used to begin

monitoring programs in 4 additional networks, selected in 2000 based on regional priorities. In addition, park vital signs will be identified in up to 7 additional networks for potential future monitoring.

Vital Signs Identified % (cumulative)



Data Validation	250 parks identified the data sets needed to manage natural resources. See page 106, Verification and Validation.
Data Verification	To be developed.
Data Source	Under development.
Data Limitations	See page 22, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.

## PRESERVE PARK RESOURCES

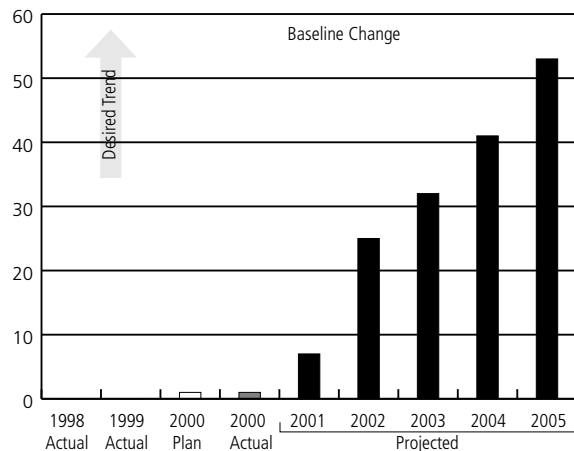
### Ib4 – GEOLOGICAL RESOURCES

**Long-term goal<sup>1</sup>** — By September 30, 2004, Geological processes in 54 (20% of 270) parks are inventoried and human influences that affect those processes are identified.

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
Annual Performance Goal — By September 30, 2002, Geological processes in 25 (9% of 270) parks are inventoried and human influences that affect those processes are identified.						To be determined	
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Parks with geologic processes inventoried and human influences identified	new goal				1	13	25
Baseline						270	

**Goal Description:** Understanding geologic processes, and the effects of human activities on those processes, is crucial to managing and preserving natural resource systems in parks. This information is important in maintaining or restoring natural systems in parks. As park geologic processes are identified and conditions assessed, influences from humans will be recognized. This is the first step toward study and mitigation. The information obtained will allow parks to improve management of the resources through science-based decision making.

#### Parks with Geologic Processes Inventoried



About 79% of the national park system's natural resource parks (212 parks) were established to protect outstanding examples of geologic processes and/or such processes are an integral part of the resources NPS is entrusted to preserve.

**Strategies:** To accomplish this goal, the National Park Service will coordinate with park managers and with geology partners in federal, state, and academic institutions. This effort will utilize the expertise in the NPS and in other partner organizations, combined with existing research, databases, and observations in the parks. Human impacts on geologic processes will be identified based on research, personal observations, and other documentation. This will involve only basic data collection and the use of available technology. This collected data will serve as documentation to support qualitative analysis of the existing geologic resource management concerns.

Two approaches will be used over a five year period: 1) location specific, by park or geophysical province, e.g., the Colorado Plateau), and (2) thematic, by geologic process, e.g. erosion, sedimentation, cave development, glaciation. Much geologic information and key expertise has already been identified and will be utilized to identify geologic processes in parks within those states.

Data Validation	See page 106, Verification and Validation.
Data Verification	A scoping meeting will be peer reviewed for content and accuracy.
Data Source	This goal will be carried out by careful examination of applicable geoindicators using existing knowledge bases. Members of the geologic community will provide knowledge of geologic processes in parks and the NPS park staff will contribute institutional information about human influences in the park.
Data Limitations	See page 22, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.



## PRESERVE PARK RESOURCES

### Ib5 – AQUATIC RESOURCES

**Long-term goal** — By September 30, 2005, the National Park Service has completed an assessment of aquatic resource conditions in 265 parks.

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, a draft procedure to assess aquatic resource condition is produced for internal review.						n/a	\$0
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Percent of parks assessed	new goal						draft procedure

**Goal Description:** Park aquatic resources are extremely vulnerable to degradation from activities both within and external to parks. The vulnerability is due to the dynamic nature of hydrologic systems, the strong connections between aquatic and terrestrial systems, and social pressures to develop and use water resources. The NPS is committed to preserving aquatic resources in good condition and to restoring aquatic resources that are in degraded (or poor) condition. The completion of an aquatic resource condition assessment is the first step to understanding the condition of these resources and setting servicewide priorities for their preservation and restoration. Aquatic resources include rivers, streams, lakes, ponds, estuaries, groundwater, coastal and marine waters, and riparian and wetland resources.

tion condition, and aquatic, riparian and wetland fauna and habitat conditions (including presence/absence of non-native species). The process will be implemented using subjective and deductive analysis of aquatic resource conditions, threats and impacts, but also will accommodate and be strengthened by monitoring data on aquatic resource status.

**Strategies:** The NPS is participating in the implementation of the "Unified Federal Policy for a Watershed Approach to Federal Land and Resource Management." Procedures for developing a consistent interagency framework for classifying the condition of watersheds with significant aquatic resources is scheduled for completion in FY 2002. Aquatic resource condition assessments will be conducted at the scale of park-determined water resource management planning units (watersheds/waterbodies). Assessments will be based upon evaluations of such factors as hydrologic regimes (runoff and streamflow), water tables, water quality, fluvial geomorphic processes and features, watershed conditions, wetland/ riparian vegeta-

Data Validation	See page 106, Verification and Validation.
Data Verification	To be determined.
Data Source	A procedure to assess aquatic resource condition is under development, will be peer reviewed, field tested before implementation.
Data Limitations	See page 22, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.

## PRESERVE PARK RESOURCES

### Ib0 - OTHER PARK-SPECIFIC GOALS

**Long-term goal** — Park-specific goals not aggregating to Servicewide goals.

	FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — Diversity of goals does not permit a common measure	\$28,086	\$34,095

**Goal Description:** The zero (0) goals contain park-specific goals that cannot aggregate to Servicewide goals. These goals are not national in scope, but represent results that are specific to certain parks or types of resources. Goal 1b is concerned with knowing the resource.

By collecting data and information on park resources, decision making regarding those resources is more effective and efficient. This means that species are saved from extinction, history is preserved, and the resources are available for future generations.

As the NPS is becoming more familiar with performance management, there is a growing recognition that many park specific goals actually contribute to the Servicewide goal. Consequently, the number of park specific goals is decreasing. Parks are changing, refining, adding, deleting and reassigning goals as the relationships between park activities and Servicewide goals become clear.

**Strategies:** Following a competition for offered services, agreements were executed in FY 1999 for four pilot Cooperative Ecosystem Studies Units (CESUs): Colorado Plateau, Rocky Mountains, Southern Appalachian Mountains, and North Atlantic Coast. These units are interdisciplinary, multi-agency partnerships with research universities, organized in broad biogeographic areas. Each unit includes a host university, university partners and Federal agencies. These networks enable the NPS and its partners to deliver high-quality science, usable knowledge for resource managers, responsive technical assistance, continuing education and cost-effective research programs. They began operation in late FY 1999 and early FY 2000. Research, technical assistance and education efforts were initiated with the agreements.

**FY2002 Increase:** The NPS proposes an increase to establish natural resource learning centers as a component of the National Park Service's Natural Resource Challenge. Current infrastructure is inadequate for national parks to become laboratories for science to benefit society and to help NPS preserve parks. Additional capacity is needed

both to host research and to extend the knowledge gained to the public. The plan is to develop, with substantial private assistance, 32 learning centers with 8 centers funded through the proposed FY 2002 increase. The NPS funding will be a stimulus for attracting non-NPS participation to the learning centers. Where possible, the NPS will use renovated or adapted structures to showcase sustainable practices. Centers will serve a network of parks By facilitating an increase in research and information dissemination, the increase is broadly supportive of the mission goal of managing resources based on adequate information. It will also allow an undetermined increase in the Strategic Plan goal of improving the extent to which park visitors—as well as the public who does not visit parks—understand and appreciate park resources. A significant objective of the Learning Centers—in addition to facilitating increased research in parks—is to assure that information about parks is made broadly accessible.

**Everglades Ecosystem Studies:** In November 2000, the Water Resources Development Act of 2000 was signed and authorized the implementation of the Comprehensive Everglades Restoration Plan. The plan has 68 separate projects, of which 42 directly affect NPS lands in South Florida, primarily Everglades and Biscayne National Parks. The expected cost exceeds \$8.0 billion, and the implementation schedule shows projects continuing until 2038. The costs are borne 50/50 by the Federal and State governments, with the Corps of Engineers the lead Federal agency. None of the Federal project funds are allocated to support NPS involvement. This request builds upon the \$800,000 provided in FY 2001, and represents full participation by the NPS in the Comprehensive Everglades Restoration Plan.

The existing NPS staff participated in the development of the Comprehensive Everglades Restoration Plan. However, the implementation phase represents a doubling of the existing workload. An examination of current staffing and resource allocation indicates that, as existing non-CERP are likely to continue through 2005, there is little ability to direct resources to these new CERP projects. The

Comprehensive Everglades Restoration Plan contains 42 projects that directly affect National Park Service lands, and the primary Federal interest in the plan is the benefit to DOI lands. The National Park Service, Fish and Wildlife Service and the U.S. Geological Survey have prepared a detailed joint proposal for full DOI participation. It lays out specifics on the FY 2001 through FY 2004 projects, impact to DOI lands and trust responsibilities and funding details. Without these funds, the NPS will not be able to fully participate in the single most important step in the restoration of Everglades National Park, Biscayne National Park and Big Cypress National Preserve.

## Section II

### *GPRA Program Activity: II – Provide for Visitor Enjoyment*

The long-term goals that follow are inclusive of the mandate in the NPS Organic Act "...to provide for the enjoyment of the (resources) in such manner and by such means as will leave them unimpaired for the enjoyment of future generations." Subsequent legislation reinforced and expanded this mission. All NPS goals for visitor satisfaction, enjoyment, safety, appreciation, and understanding are appropriate here. Goals in this Program Activity relate to Departmental Goal 2 -Provide recreation for America.

Provide for Visitor Enjoyment covers the broad range of visitor experience in the parks. Enjoyment of the parks and their resources is a fundamental part of the visitor experience. Visitor enjoyment and safety are affected by the quality of park programs, facilities and services, whether provided by the National Park Service, a concessioner, or a contractor. Park-specific goals under the IIa0 category, with significant funding increase requests, are contributing to meeting this goal through research and design to improve visitor safety and satisfaction and outreach education for grades K-12.

Visitor's experiences grow from enjoying the park to understanding why the park exists and the significance

of its resources. Satisfactory visitor experience builds public support for preserving this country's heritage and develops a better understanding of the diversity of experiences and peoples that built a nation.

#### STRATEGIES

Serving the visitors requires that the National Park Service maintain a physical inventory containing 9,337 miles of paved roads, 1,722 bridges, 67 tunnels, 763 miles of paved trails, 12,350 miles of unpaved trails, 24,227 campground sites, 561 water treatment plants, 233 wastewater treatment plants, many associated utility systems, marine facilities, and 25,260 special features (monuments, fortifications, amphitheaters, statutory, etc.). Of those facilities 33% of the roads, 7% of the bridges, 11% of the water treatment plants, and 24% of the wastewater treatment plants are in poor condition

The Service also manages over 20,000 buildings, of which 6,967 are historic structures, comprising a total of 48,048,754 square feet of space, 200 radio systems, and over 400 dams. These facilities must be maintained at an operational level that ensures safe use by the visi-



(Dollars in Thousands)	2001 Operating Plan	Change From 2001	2002 President's Budget
<b>Provide for Visitor Enjoyment</b>	<b>\$ 1,129,216</b>	<b>\$ 94,870</b>	<b>\$1,162,424</b>
<b>Ila1. Visitor satisfaction*</b>	<b>\$ 490,578</b>	<b>\$ 24,503</b>	<b>\$ 508,661</b>
<b>Ila2. Visitor safety</b>	<b>\$ 283,503</b>	<b>\$ 45,341</b>	<b>\$ 284,972</b>
Ila0. Additional park-specific goals	\$ 28,832	\$ (1,779)	\$ 29,896
<b>Ilb1. Visitor understanding</b>	<b>\$ 175,404</b>	<b>\$ 19,427</b>	<b>\$ 181,869</b>
Ilb1x. Educational programs	—	—	\$ 1,279
Ilb0. Additional park-specific goals	\$ 7,251	\$ (4,478)	\$ 7,518
Land Acquisition/State Assistance	\$ 36,327	\$ 23,266	\$ 32,569
Construction and Major Maintenance	\$ 107,321	\$ (11,410)	\$ 115,660

\* Note: **Servicewide goals are in bold**, funding for goals new in FY 2002 are only shown in the FY 2002 column where available, Land Acquisition and Construction dollars are segregated to clarify changes.

tor and continued protection, preservation and service-ability.

In order to reach our desired outcomes of high visitor satisfaction and understanding, several national programs have been established to improve customer service. Individual parks are preparing Comprehensive Interpretive Plans that examine what stories are being told in parks and how up-to-date they are with current research. This process also involves a public meeting with interested shareholders. The result of this effort is a ten-year plan for the park implements specific tasks needed to more effectively bring the meaning of parks to the public. In addition, the Service has developed an intensive training program for field rangers that ensures they have the needed skills to work with the public. Lastly, the Fee Demonstration Program has permitted many parks to upgrade their interpretive media bringing the latest in research and technology to produce quality brochures, films and exhibits.

The NPS is developing a Servicewide "wayfinding" sign system with uniform lettering colors, and signposts that provides easily recognizable media for visitors. When

fully implemented, the NPS will have a comprehensive system for the fabrication and installation of the entire range of sign types to efficiently direct park visitors to desired locations and provide health and safety information. Standardized "wayfinding" signs will result in standardized visitor information that is easily recognizable by the visitor and provide significant savings in design costs and lower unit costs.

The Land and Water Conservation Fund allows the NPS to acquire lands and interests in land for public use and enjoyment and to preserve and protect the historic, scenic, natural, and recreational values of congressionally authorized areas within the National Park System. These acquisitions help the NPS preserve resources and meet increasingly heavy visitor use needs.



Budget Appropriation	FY 2001 Enacted		FY 2002 President's Budget	
	Total	GPRA Program Activity II	Total	GPRA Program Activity II
Operation of National Park System	1,391,177	940,386	1,470,499	976,334
United States Park Police	77,876	45,168	65,260	37,851
National Recreation & Preservation	59,827	14	48,039	10
Urban Parks and Recreation Fund	29,934	0	0	0
Historic Preservation Fund	94,239	0	37,055	0
Construction	315,301	107,321	339,802	115,660
Land Acquisition and State Assistance	215,141	36,327	557,036	32,569
Rescission of Contract Authority	(30,000)	0	(30,000)	0
Appropriations Total (not including permanents, supplementals)	2,153,495	1,129,216	2,487,691	1,162,424

## PROVIDE FOR VISITOR ENJOYMENT

### IIa1 – VISITOR SATISFACTION

**Long-term goal** — By September 30, 2005, 95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, 95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.						\$490,578	\$508,661
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Percent visitors rate experience good or very good	77%	95%	94%	95%	95%	95%	95%

**Goal Description:** Park visitors are, and remain, satisfied with the park facilities, services, and recreational opportunities available to them and through their individual actions help the National Park Service in their care. More effectively assessing the condition of facilities allows the NPS to better manage its facilities to reduce costs and improve visitor satisfaction and safety.

The National Park Service manages nationally significant battlefields, parks, historic sites, monuments, lakeshores, memorials, parkways, preserves, recreation areas, riverways and seashores. National park areas have long been favorite destinations for millions of Americans as well as people from around the world. There were 287 million recreation visits to America's national parks in 2000. In fulfillment of the NPS mission to make America's national parks available for public enjoyment and inspiration, the Park Service provides an array of park facilities, visitor services and recreational opportunities that will allow the public to use and enjoy the National Park System safely and with minimum impact to resources. Moreover, by forging emotional and intellectual bonds and recreational ties, people take greater responsibility to protect their heritage and ensure that the resources will be passed on to future generations. Enjoyment of the park units and their resources is a fundamental part of the visitor experience. Knowledge about people who visit NPS areas has become increasingly important because we need to know if visitor expectations are being met.

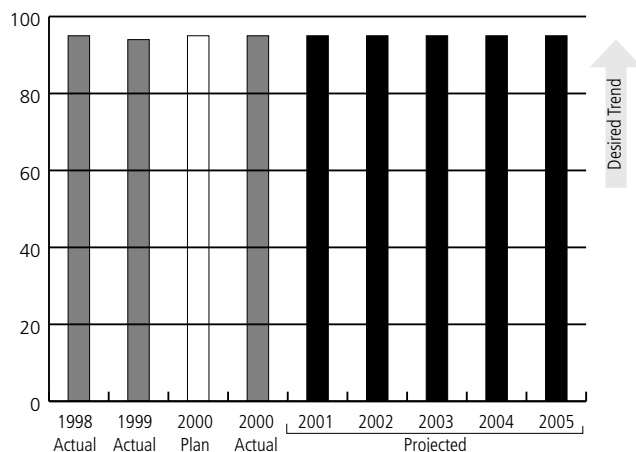
**Strategies:** One mechanism for determining how well the NPS is serving the public and meeting this goal is through findings of the NPS Visitor Services Project (VSP). The VSP is an ongoing research project including two main survey

tools that provide the NPS with valuable visitor feedback including in-depth visitor studies and a customer satisfaction card (VSC survey). Since 1988, the VSP has conducted in-depth visitor studies in over 90 units of the National Park System. Approximately 10 studies are done each year. Because regular surveys are needed by park managers to better manage the visitor experience, the NPS adopted the Visitor Survey Card as a means for assessing visitor satisfaction at all of the parks rather than just a few each year. The better than expected results from the 1998 VSC Project are believed to reflect the difference in survey methodologies. The 1998 VSC results were adopted as the new baseline. The ten in-depth VSP surveys will continue to be conducted to collect visitor information to determine policy issues, gauge visitor use trends, and determine current visitor needs.

The National Park Service has determined that personally conducted interpretive and education park programs and services, presented by a staff of trained professional rangers, are the most effective means by which to serve the visitors. Through contacts that impart information while encouraging behavior that minimizes impacts to park resources, the visitor's experience in the park is enhanced. In addition to personal contacts, the Service also offers visitors a variety of services and facilities such as information and orientation publications, self-guiding trails and tours, and wayside and interior exhibits for visitors.

Whether the park is located in an urban area or a remote section of the country, the facilities needed to preserve the resource and serve the visitor in a safe manner require a significant infrastructure that must be cared for and maintained. This infrastructure includes 9,337 miles of roads,

Satisfied Visitors %



1,722 bridges, 67 tunnels, 822 miles of paved trails, 13,717 miles of unpaved trails, 26,737 campground sites, 561 water treatment plants, 233 wastewater treatment plants, many associated utility systems, marine facilities, and over 25,000 special features (monuments, fortifications, amphitheaters, statuary, etc.). The Service also manages over 20,000 buildings, of which 6,967 are historic structures, comprising a total of 48,000,000 square feet of space, 200 radio systems, over 400 dams, and more than 1,200 solid waste operations. These facilities, which include numerous cultural and historic buildings and structures, complex utility systems and an extensive network of roads and trails, must be maintained at an operational level that ensures continued protection, preservation and serviceability.

A key component to more effective management of facilities is a comprehensive inventory, needs assessment, condition assessment, and selection process, which provides the necessary information for determining what resources and activities are necessary to maintain facilities and infrastructure in good operating condition. The NPS. The FY 2001 budget provided funding to establish an ongoing program to collect detailed, comprehensive inventory and condition assessment data on critical National Park System assets and to identify those in poor condition, as mandated by Department budget guidance and FASAB reporting requirements. This funding will be used to conduct comprehensive condition assessments in six parks.

Annual condition assessment surveys throughout the Service will be necessary to enable the National Park Service to monitor the effectiveness in reducing maintenance backlogs. An effective ongoing survey program will

provide managers a means for the early detection of potential problems to avert further facility deterioration and possible failure of facilities. The process acknowledges that, given limited fiscal resources, not every asset in the Park Service will receive the same level of attention, but will allow the NPS to identify the most critical assets for management.

Providing for visitor enjoyment requires balancing the intrinsic value of a park with safe public access, appropriate facilities, information, and necessary visitor services. The greatest cost in providing for visitor enjoyment is the maintenance of an infrastructure that is aging and over-utilized. Adequate preventive maintenance reduces maintenance costs and adequate maintenance reduces deterioration and safety hazards. When maintenance is deferred, for whatever reason, the cost to bring the facility back into compliance to federal and state standards is one measure of cost. The additional cost to the visitor experience can only be measured by increased risk to their safety or their disappointment in having roads, trails or other facilities closed or inadequate to meet their needs. The NPS continues to explore new technologies and management methods to improve services while reducing costs.

In FY 2000, the Park Service continued to provide a wide range of services to encourage greater participation and support by the visiting and non-visiting public. Park visitors are provided with basic information and orientation services to ensure a safe, enjoyable visit and to minimize visitor-related resource damage. Information is provided through numerous activities: conducted tours and talks, roving assignments, campfire programs, uniformed personnel at visitor centers, self-guiding trails, exhibit displays, and park publications. Through the Park Service's World Wide Web magazine, "ParkNet: The NPS Place on the Web," the agency is reaching a broader audience. This is particularly useful for those unable to visit parks. With over two million visits a month, ParkNet (<http://www.nps.gov>) is one of the most visited Federal sites available on the World Wide Web.

To support the parks in providing needed services to the visitor, the Concession Management Program is guided by a number of principles including protecting park natural, cultural, and historic resources and offering quality visitor facilities and services at reasonable cost, while providing an opportunity for profit by concessioners. Currently, there are 630 concessioner contracts and 418 permits operating in 132 parks. The concession program is also participating in visitor surveys as well as other means to determine both visitor satisfaction levels and identifying areas for improvement.



The NPS will adapt to demographic/cultural changes in visitors to maintain the current visitor satisfaction rate. It will also focus on subject areas that visitor surveys indicated detracted from the visitor's experience. The NPS will seek additional volunteer support through additional VIP funds and target projected increases in available VIP hours to visitor services. Target project funds to address deficiencies identified from analysis of surveys.

Without sufficient funding, park facilities and infrastructure will continue to deteriorate faster than they can be repaired, contributing further to the growing NPS backlog of unfunded deferred maintenance and to limited progress in remedying critical health-safety, compliance and other deficiencies in national parks.

## FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, maintain 95% of park visitors satisfied with appropriate park facilities, services, and recreational opportunities.

An assessment of visitor surveys completed during FY 2000 found that 95% of park visitors are satisfied with park facilities, services, and recreational opportunities in the parks. The goal is to maintain 95% visitor satisfaction through FY 2005.

The goal was met.

Data Validation	See page 106, Verification and Validation.
Data Verification	Data for measuring performance of is derived from visitor surveys conducted at approximately 330 NPS units annually. Survey design and methodology are approved by OMB. Quality control is maintained by an annual technical audit of 30 units, to ensure that sampling and survey procedures are followed, and that data are accurately reported in the PMDS. Non-response bias is monitored by comparing results of the visitor surveys with more extensive surveys conducted at approximately 10 parks per year; non-response bias is not significant. Statistically, the data is accurate at +/- 4% with 95% confidence. Data input errors are monitored by electronic scanning for all parks and hand-counts on a sample of parks. Individual park reports are reviewed 3 times for accuracy in data reporting before distribution. The overall project will soon go through an independent peer review.
Data Source	Each park selected one of seven available survey months (February – August) during which their staff conducts a VSC survey. A mail-back customer satisfaction card is used to allow visitors to rate various park facilities, visitor services, and recreational opportunities on a 5 point scale from very good to very poor. Visitors are also asked to rate the overall quality of their experience using the same scale.
Data Limitations	No data limitations identified at this time. See page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.

## PROVIDE FOR VISITOR ENJOYMENT

### IIa2 – VISITOR SAFETY

**Long-term goal** — By September 30, 2005, the visitor accident/incident rate will be at or below 7.96 per 100,000 visitor days (a 16% decrease from the FY 1992 – FY 1996 baseline of 9.48 per 100,000 visitor days).

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, the visitor accident/incident rate will be at or below 8.53 per 100,000 visitor days (an 10% decrease from the FY 1992 – FY 1996 baseline of 9.48 per 100,000 visitor days).						\$ 283,503	\$284,972
Performance Measures	Baseline	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Visitor accident/incident rate	9.48	9.87	7.24	8.82	5.14	8.72	8.53

**Goal Description:** The purpose of this goal is to provide an opportunity for a safe and enjoyable experience for park visitors. The focus includes, but is not limited to, identification and assessment of risks in the recreating environment, risk information transfer, maintenance of facilities and grounds, security/law enforcement, health and sanitation systems, and training. Visitor safety is a priority function within parks and integral to fulfilling the National Park Service's mission to provide for the public enjoyment of the national parks.

The National Park Service has a responsibility to provide an opportunity for a safe and healthful recreation experience for visitors. With 287 million recreational visits in 2000, this undertaking requires an extensive, multi-faceted program that encompasses all employee and visitor activities.

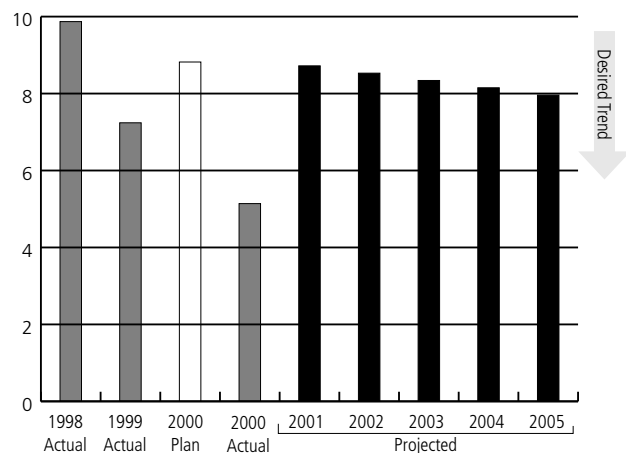
**Strategies:** In 1999 a Public Risk Steering Committee was established to: develop a strategic plan for public safety; develop implementation goals; and develop a new policy dealing solely with Visitor Safety.

The NPS is also improving its incident reporting system to collect data and information on all incidents/mishaps that occur in our National Parks. This information will be used to help focus resources where they will have the greatest impact toward improving the visitor experience.

**FY 2002 Increase:** The proposed increase will be utilized by the NPS to address the highest priority health and safety projects identified and ranked in a revised 5-year plan listing priority NPS health and safety projects. Overall, the increase in repair and rehabilitation funding increases resources to parks, allowing them to ensure safe and

enjoyable visitor access to the Nation's park facilities. Specific projects to support the total FY 2002 repair and rehabilitation program, including this increase, as well as the planned program for the subsequent four years, has been submitted separately as part of the Department's 5-year Maintenance and Capital Improvement Plan.

Visitor Accident/Incident Rate %



## FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, reduce the visitor accident/incident rate to 8.82 per 100,000 visitor days. (based on a reduction from the NPS 1992-1996 average)

The 1992 to 1996 average rate of accidents/incidents per 100,000 visitor days reported by the parks was 9.48. The performance target for FY 2000 was to have an 8% decrease or a rate of 8.82 per 100,000 visitor days. The parks are reporting a rate of 5.14 accidents/incidents per 100,000 visitor days or about a 45% decrease from the baseline rate. Because this is such a drastic difference from the target of an 8% decrease and from the decrease seen in 1999, the NPS will not be making significant adjustments to the long-term goal until a trend can be established and it can be confirmed the FY 2000 rate is accurate and that FY 2000 was not just an exceptional year for visitor safety.

The Service plans to continue efforts to improve the data quality for this goal by improving verification and validation of the data at the parks level.

This goal was exceeded.

Data Validation	See page 106, Verification and Validation.
Data Verification	Data concerning visitor accident/incidents/illnesses are validated at the park level.
Data Source	Visitor days are reported electronically to the Public Use Statistics office. Visitor hours are divided by 12 to determine visitor days. Collection of data on visitor incidents is done at the park level.
Data Limitations	The accuracy of the data is affected by a various interpretations of the thresholds used to define reportable visitor accidents, use of the database, and inadequate supporting paperwork.
Planned Improvements	The NPS established a Public Risk Steering Committee to develop a comprehensive plan, goals, and policy dealing solely with Visitor Safety. Consistent training across the Service will be a key component in improving the data regarding accidents. The Service is also improving its incident reporting system to collect data and information on accidents. Also, see page 106, Verification and Validation.

PROVIDE FOR VISITOR ENJOYMENT  
IIa0 – PARK-SPECIFIC GOALS

**Long-term goal** — Park-specific goals not aggregating to Servicewide goals.

	FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — Diversity of goals does not permit a common measure	\$28,832	\$29,896

**Goal Description:** The zero (0) goals contain park-specific goals that cannot aggregate to Servicewide goals. The purpose of this goal is to improve the safety and security of visitors. Visitors will enjoy a safer visit to NPS parks and be satisfied with stewardship of the parks.

**FY 2002 Increases:** The National Park Service is proposing an increase for the Regional Repair and Rehabilitation Program. National park areas contain the cultural and natural resources that are America’s great heritage. The physical inventory of the National Park Service includes roads, bridges, tunnels, paved and unpaved trails, campground sites, water treatment plants, wastewater treatment plants, many associated utility systems, marine facilities, and special features (monuments, fortifications, amphitheaters, statuary, etc.).

The increase supports Departmental and National Park Service goals for the Department’s 5-Year Maintenance and Capital Improvement Plan. Park facilities and infrastructure continue to deteriorate faster than they can be repaired, contributing further to the growing NPS backlog of unfunded deferred maintenance. The funding increase will provide visitors with a more enjoyable and safe visit.

## PROVIDE FOR VISITOR ENJOYMENT

### IIb1 – VISITOR UNDERSTANDING AND APPRECIATION

**Long-term goal** — By September 30, 2005, 86% of park visitors understand and appreciate the significance of the park they are visiting.

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, 84% of visitors understand and appreciate the significance of the park they are visiting.						\$ 175,404	\$ 181,869
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Visitor understanding (by survey)	n/a	75%	80%	82%	83%	84%	84%

**Goal Description:** Among the many reasons why parks are created, is the commemoration of people and events and the desire to preserve areas with outstanding views, unique resources, and exceptional recreational opportunities. A visitor who understands why a park exists and the significance of its resources is more likely to be concerned about preserving those resources.

Interpretation and education programs provide memorable experiences that improve visitor support for resource preservation and stewardship and help them better understand why the resources are being preserved and their significance. And, when visitors understand the significance of park they are visiting, they can enjoy the visit more.

**Strategies:** Over 300 parks conducted individual park surveys during 2000. This survey provided an indication of how effective parks are in explaining why an individual or event warranted commemoration or why certain natural or cultural resources are important.

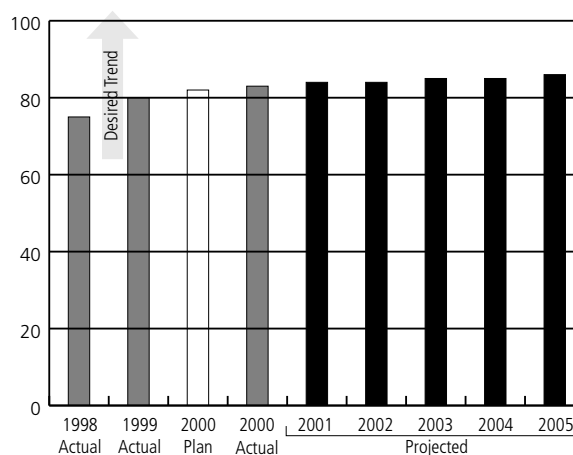
To achieve the servicewide goal for visitor understanding and appreciation an additional effort is planned to better identify educational goals and develop a consistent educational message. Enhanced interpretive media, examination of presentation methods and audiences, and more interaction with schools are being assessed. The NPS is providing a standardized analysis of visitor survey card information making the interpretation of results from the survey more reliable.

Interpretation and education programs contribute to visitor understanding by connecting people to parks through information and orientation. These programs are offered at 384 units of the National Park System. In addition, visitors are also offered a variety of other services and facilities

such as visitor centers, orientation publications, self-guiding trails and tours, and wayside and interior exhibits for visitors.

Information is provided through numerous activities, such as: conducted tours and talks, campfire programs, uniformed personnel at visitor centers, junior ranger programs, demonstrations, curriculum-based education programs, special events, self-guiding trails, exhibit displays, and park publications. Through the Park Service's World Wide Web magazine, "ParkNet: The NPS Place on the Web," the agency is reaching a broader audience. This is particularly useful for those unable to visit parks. With over two million

**Visitors Understand Park Significance %**



visits a month, ParkNet (<http://www.nps.gov>) is one of the most visited Federal sites available on the World Wide Web.

In order to reach our desired outcomes of high visitor satisfaction and understanding several national programs have been established to improve customer service. Individual parks are preparing Comprehensive Interpretive Plans that examine what stories are being told in parks and how up-to-date they are with current research. This process also involves a public meeting with interested shareholders. The result of this effort is a ten-year plan that will more effectively bring the meaning of parks to the public. In addition, the Service has developed an intensive training program for field rangers that ensures they have the needed skills to work with the public. Lastly, the Fee Demonstration Program has permitted many parks to upgrade their interpretive media bringing the latest in research and technology to produce quality brochures, films and exhibits.

FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, 82% of park visitors understand and appreciate the significance of the park they are visiting.

The baseline set for FY 1998 was 75% with performance for FY 2000 determined to be 83%. These figures represent the median for the individual park survey results for visitor understanding. As parks relate their survey results to the content of their interpretive efforts and make adjustments to the message they deliver, the rate of improvement is expected to level off. Performance is proceeding as projected.

The goal was met.

Data Validation	See page 106, Verification and Validation.
Data Verification	Data gathered from all parks are returned to the park following the analysis identified in goal I1a1. The analysis of visitor responses to the question of park significance is done by the park following a detailed set of instructions. Survey cards are maintained for later validation and analysis is verified through random sampling of parks.
Data Source	Each park selects one of seven available survey months (February – August) during which their staff conducts a VSC survey. A mail-back customer satisfaction card is used to allow visitors to identify what they believe to be the significance of the park. Parks assess the responses and determine the percent of comments that match established significance statements.
Data Limitations	Data limitations are being assessed. The greatest variance in data appears to be due to interpretation of instructions. See page 106, Verification and Validation.
Planned Improvements	Instructions will be revised during FY 2001. Also, see page 106, Verification and Validation.

## PROVIDE FOR VISITOR ENJOYMENT

### IIb1X – EDUCATIONAL PROGRAMS

**Long-term goal** — By September 30, 2005, (Park-determined percentage) of (park-determined target number of) students participating in NPS formal educational programs understand America’s cultural and natural heritage as preserved by National Parks and Programs.

**Annual Performance Goal** — By September 30, 2002, (Park-determined percentage) of (park-determined target number of) students participating in NPS formal educational programs understand America’s cultural and natural heritage as preserved by National Parks and Programs.

**FY 01 Enacted**  
(,000)      **FY 02 Proposed**  
(,000)

To be determined

**Goal Description:** This goal encourages parks having formal educational programs to set performance goals for comprehension. Because these programs are aimed at various audiences and involve local educational systems, a standard performance indicator has not been identified.

The goal will assess the success of the educational programs of parks. Formal educational programs provide more involvement with a subject and result in a greater understanding of the resource and the purpose of the park. A better informed citizenry is more likely to make more informed choices regarding their natural and culture resources. Park education programs are interdisciplinary and provide opportunities for school children, adult education groups, and teachers to use park study areas and other facilities to enhance personal understanding of critical resource issues and encourage appreciation of our national heritage as preserved by the parks.

**Strategies:** Approximately 68% of the parks offer some type of formal educational program to organized school groups. The purpose of these programs is to increase the students’ understanding of the park’s purpose and their relationship to the natural and cultural heritage of America. Increasing the numbers of students served and the quality of the programs presented directly benefits the public’s understanding of the history and resources of America.

Education programs emphasize cooperative education programs that combine park settings with classroom study. Programs are directed towards the community, are locally driven, and are developed through cooperative efforts between schools, communities, and foundations. Programs are presented within national park areas, at schools, and at community organizations near parks. Successful programs include classroom visits, on-site visits, demonstrations, student workbooks, teacher manuals, resource kits, traveling trunks, videos, teacher workshops, residential camps, web sites, interactive CD-ROM, virtual field trips, and long distance learning.

Data Validation	See page 106, Verification and Validation.
Data Verification	To be determined on a park by park basis.
Data Source	To be determined on a park by park basis.
Data Limitations	See page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.

PROVIDE FOR VISITOR ENJOYMENT  
IIb0 – PARK-SPECIFIC GOALS

**Long-term goal** — Park-specific goals not aggregating to Servicewide goals.

**Annual Performance Goal** — Diversity of goals does not permit a common measure

\$7,251

\$ 7,518

**Goal Description:** The zero (0) goals contain park-specific goals that cannot aggregate to Servicewide goals. Goal IIb0 covers all other visitor understanding, such as general interpretive programs for youth groups, programs where groups enter the park to study it but no NPS participation is involved; where concessioners run educational programs; where the park seeks greater diversity in visitors; and where community understanding of park significance is the goal.

The 0 goals contain park-specific goals that cannot aggregate to Servicewide goals. While these goals are not national in scope, they represent results that are specific to certain parks or types of resources.

**FY 2002 Increases:** The FY 2002 budget requests an increase to establish natural resource learning centers to benefit visitors, researchers, and the NPS. Current infrastructure is inadequate for national parks to become laboratories for science and to help NPS preserve parks. The plan is to develop, with substantial private assistance, a total of 32 learning centers, with 8 such centers funded through the proposed FY 2002 increase. The centers will be located in gateway communities or parks as appropriate.

An education specialist at each learning center will identify target audiences and develop informational materials for them that make resource issues relevant and personal. Successfully protecting park resources cannot be done without the assistance of the national community. We must be able to explain resource issues in terms understood by wide audiences and in ways that encourage participation. The education specialist will be able to do this and coordinate volunteers to aid in monitoring and education.



## Section II

### *GPRA Program Activity: III – External Legislated Partnerships*

These goals focus on the many partnership programs legislated under the National Historic Preservation Act, the Historic Sites Act, the Land and Water Conservation Fund Act, the Wild and Scenic Rivers Act, and others. Natural and cultural resources include properties listed on the National Register of Historic Places, wild and scenic rivers, national trails, national landmarks, and heritage and recreation areas.

This GPRA Program Activity deals with a broad range of programs that assist others to preserve our natural and cultural and recreational resources. These programs encompass formal partnership programs with over 60 other federal agencies, 59 states and territories, more than 1,200 local governments, over 300 Indian tribes, foreign governments, private organizations, friends groups, academic institutions, and the general public. These long-term goals include increasing the number of significant historic, archeological, and natural properties protected and improving customer satisfaction with technical assistance provided by the National Park Service. Many program and region specific goals under the IIIa0 category involve local partnerships to protect historic and archeological properties.

There are goals that support recreational opportunities external to the national park system by providing conservation assistance to add miles of trails and rivers and acres of parks and open space to meet America's outdoor recreation needs and to improve community satisfaction with NPS partnership assistance. Many program specific goals under the IIIb0 goal include efforts to work with communities and other agencies to increase recreational opportunities through purchasing easements or lands. In addition to assisting others develop recreational resources, the Service also assures that

transferred federal lands or land purchased by federal dollars for recreational purposes continue to serve their role improving the recreational opportunities available.

#### STRATEGIES

For most of its history, our national historic preservation program has been a unique partnership among states, local governments, and the federal government. Much of the national historic preservation program has been carried out by state and local governments on the understanding that each knows its history and preservation needs better than the federal government. This model has been a remarkable success. As of FY 2000, over 1 million contributing properties are included on the National Register of Historic Places, over \$22 billion in historic preservation tax incentive projects have been reviewed and processed by states, and 1,235 local governments Certified Local Governments. These partners require adequate resources and support to continue these important tasks.

Using the Land and Water Conservation Fund and through the State Conservation Grants activity, the NPS provides matching grants to States, and through States, to local units of government for the acquisition and development of public outdoor recreation areas and facilities that provide public access to lands, waters and other recreation resources. The grants provide incentives for continuing State outdoor recreation planning and for greater commitments by State governments to conservation and improvement of recreation resources at every level, emphasizing the role of States and localities in a nationwide recreation system.

The FY 2002 Budget requests a significant increase in

(Dollars in Thousands)	2001 Operating Plan	Change From 2001	2002 President's Budget
<b>External Legislated Partnerships</b>	<b>\$ 275,495</b>	<b>\$ 257,978</b>	<b>\$ 533,473</b>
<b>IIIa1. Properties designated</b>	<b>\$ 16,828</b>	<b>\$ (8,654)</b>	<b>\$ 8,174</b>
<b>IIIa2. Properties protected</b>	<b>\$ 72,525</b>	<b>\$ (40,690)</b>	<b>\$ 31,834</b>
<b>IIIa3. Customer satisfaction of technical assistance</b>	<b>\$ 6,235</b>	<b>\$ (1,696)</b>	<b>\$ 4,539</b>
IIIaX Park Partnerships	—	—	—
IIIa0. Additional park-specific goals	\$ 35,911	\$ (15,162)	\$ 20,749
<b>IIIb1. Conservation assistance</b> (additional funding)	<b>\$ 11,698</b> \$ 88,500	<b>\$ (211)</b> \$ 355,000	<b>\$ 11,487</b> \$ 443,500
<b>IIIb2. Communities are satisfied with assistance</b>	<b>\$ 10,073</b>	<b>\$ (213)</b>	<b>\$ 9,860</b>
IIIb0. Additional park-specific goals	\$ 2,031	\$ (390)	\$ 2,031
<b>IIIc1. Recreational properties protected</b>	<b>\$ 244</b>	<b>\$ 3</b>	<b>\$ 247</b>
IIIc0. Additional park-specific goals.	\$ 30,208	\$ (29,924)	\$ 284
Land Acquisition/State Assistance (included in IIIb1, above)	\$ 853 \$ [88,500]	\$ (85) \$ [355,000]	\$ 768 \$ [443,500]
Construction and Major Maintenance	\$ 0	\$ 0	\$ 0

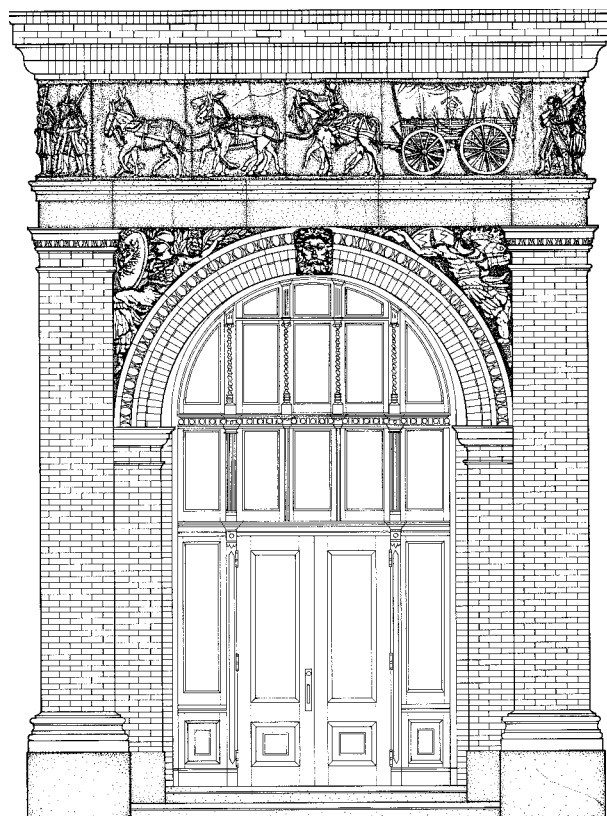
\* Note: **Servicewide goals are in bold**, funding for goals new in FY 2002 are only shown in the FY 2002 column where available, Land Acquisition and Construction dollars are segregated to clarify changes.

the use of the Land and Water Conservation Fund for matching State grants.

**Data Limitations:** For Goal Category III, data quality varies with the nature of each long-term goal but always relies on information that our partners provide. For goals in which the National Park Service is the final decision-maker for the goal result (e.g., National Register listings and National Historic Landmark designations), we have a high degree of confidence that the number of new additions to each list is accurate and the criteria are properly

applied. For goals in which NPS is the compiler of accomplishments of our partners (e.g., Federal agency archeology inventories and State/Tribal/local government's preservation program protection of historic properties), we rely on our partners to provide accurate information and to verify their own numbers that we use to make our national projections. In sum, some goals have an issue relating to data completeness, some goals have an issue of data timeliness, some goals have an issue relating to data accuracy/currency, and some goals have a mixture of data limitations.

NPS has taken steps either to lessen the impact of data limitations or to get a better handle on what impacts data limitations have on data quality. Government-wide rules forbid Federal agencies from asking about the results of Federal Grants until at least 90 days after the end of the grant period. On-line databases and web postings (e.g., the NHL database and the National Register Information System) help address issues of completeness, timeliness, and accuracy through publicity and better access to the information. The NPS plans to use the experience of the last few years to improve the survey instruments, to investigate options in survey techniques, and to refine the sampling universe. This should allow us to address response rate problems and to give us a better picture of what are partners are accomplishing and what the public thinks about NPS programs and assistance.



Budget Appropriation	FY 2001 Enacted		FY 2002 President's Budget	
	Total	GPRA Program Activity III	Total	GPRA Program Activity III
Operation of National Park System	1,391,177	8,043	1,470,499	7,805
United States Park Police	77,876	0	65,260	0
National Recreation & Preservation	59,827	55,760	48,039	45,069
Urban Parks and Recreation Fund	29,934	29,934	0	0
Historic Preservation Fund	94,239	89,353	37,055	36,334
Construction	315,301	0	339,802	0
Land Acquisition and State Assistance	215,141	89,353	557,036	444,265
Rescission of Contract Authority	(30,000)	0	(30,000)	0
Appropriations Total (not including permanents, supplementals)	2,153,495	275,495	2,487,691	533,473

## EXTERNAL LEGISLATED PARTNERSHIPS

### IIIa1 – PROPERTIES DESIGNATED

**Long-term goal<sup>2</sup>** — By September 30, 2005, IIIa1A — an additional 6.9%<sup>2</sup> (158) properties are designated as National Historic Landmarks (2,277 to 2,435); IIIa1B — an additional 11% (7,800) significant historical and archeological properties are listed in the National Register of Historic Places (71,019 to 78,819); IIIa1C — an additional 30.2% (221,800) significant archeological properties in Federal ownership are inventoried and evaluated (733,200 to 955,000 contributing properties); and, IIIa1D — an additional 23.5% (1,109,000) significant historical and archeological properties are either inventoried and evaluated, or officially designated by States, Tribes, and Certified Local Governments (4,701,000 to 5,810,000 contributing properties).

**Annual Performance Goal<sup>2</sup>** — By September 30, 2002, IIIa1A – an additional 3.6% (83) properties since September 30, 1999, are designated as National Historic Landmarks (2,277 to 2,360); IIIa1B – an additional 5% (3,900) significant historical and archeological properties are listed in the National Register of Historic Places (71,019 to 74,919); IIIa1C – an additional 15.9% (116,800) significant archeological properties in federal ownership are inventoried and evaluated (733,200 to 850,000); and, IIIa1D – an additional 15% (709,000) significant historical and archeological properties are either inventoried and evaluated, or officially designated by States, Tribes, and Certified Local Governments (4,701,000 to 5,410,000 contributing properties).

FY 01 Enacted  
(,000)      FY 02 Proposed  
(,000)

\$ 16,828      \$8,174

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
A. National Historic Landmarks (Cumulative)	2,217	2,252	2,277	2,302	2,310	2,335 <sup>2</sup>	2,360 <sup>2</sup>
B. National Register Listings	67,983	69,553	71,019	72,319	72,421	73,619	74,919
C. Federal Agency Inventories (Cumulative)	705,000	740,000	733,200 <sup>1</sup>	775,000	760,200 <sup>1</sup>	815,000	850,000
D. State/Tribal/Local Inventories (Cumulative)	4.422m	4.559m	4.701m	4.845m	5.03m	5.22m <sup>2</sup>	5.41m
Total Designations using FY 1997 Strategic Plan	6.25m	6.458m	6.642m	6.838m	6.88m	performance indicator replaced by A, B, C, & D	

<sup>1</sup> Lower than projected due to inconsistency in tracking and reporting by other federal agencies.

<sup>2</sup> goal target changed to accommodate FY 2000 performance, National Natural Landmarks performance indicator temporarily removed from goal pending assessment

**Goal Description:** The identification, evaluation, and designation of historic and archeological properties are statutory requirements for federal, state, tribal, and local government participants in the National Archeology and Historic Preservation Program. This goal focuses on working with partners to preserve historic, archeological, and natural resources. This goal increases the protection of significant historical, archeological, or natural properties through their official designation as such. A “designated property” can be a district, building, structure, site, or object that is significant at the national, State, Tribal, or local level.

**Strategies:** Designation adds districts (which contain multiple properties), buildings, structures, sites, or objects to official governmental lists (federal, state, tribal, or local). At every level of government, the designation of a property (for example, in the National Register of Historic Places at the federal level) often makes the property eligible for various historic preservation incentives, reduces inadvertent or deliberate damage to, or destruction of, the property. The courts also use designation information to support legal decisions protecting the property. Information about designated properties helps determine the impact of proposed actions on historic and archeological properties and helps to minimize adverse impacts on them.

Designation of historic and archeological properties provides an inherent level of protection for these irreplaceable resources. Inventory and other forms of designation qualifies these properties for eligibility for various kinds of incentives, for consideration in planning for government projects, and for other programs and activities that protect significant resources.

The FY 2000 Annual Performance Report and the FY 2002 Annual Performance Plan reflect a transition from Goal IIIa1 as it appeared in the 1997 Strategic Plan and as it is presently constructed. The performance indicators for the goal changed in context and the methodology used for calculating performance. As a transition the row, "Total Federal Designations using FY 1997 Strategic Plan," is provided as a backward reference to the context of the FY 2000 planned performance.

## FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, increase by 9%, over 1997 levels, the number of significant historical and archeological properties protected through federal programs or official designation at local, state, tribal, or national levels.

The number of significant historical and archeological properties protected through designation at the Federal, State, Tribal, and local levels increased by 629,900 properties or 10.1% over FY 1997 levels (from 6,250,000 to 6,880,000).

The FY 2000 plan was based on a composite number of properties designated at the Federal, Tribal, State and local levels. Performance data for that composite is provided in the chart. The latest Strategic Plan specifically identifies certain components of designating significant historical and archeological properties and are listed as A-D.

The goal was exceeded and out year projections for most indicators were increased to reflect the additional accomplishments.

Data Validation	See page 106, Verification and Validation.
Data Verification	Each office providing historic preservation data has quality control procedures in place to ensure the accuracy of the data. NPS or its agents periodically confirm that the appropriate quality control procedures are in place and are being used properly. NPS uses various methods to validate the historic preservation data including document review, on-site visits by NPS staff and/or staff of State, Tribal, or local government historic preservation offices, and local community input.
Data Source	The Federal, State, Tribal, or local Government historic preservation office responsible for the designation of historic properties creates a log entry, a database record, or some other kind of written record contemporaneous with the designation. Annual totals are sent to the NPS office responsible for compiling the national totals. NPS projects from the number of responses to the total number of partners. As more governments become partners and more partners provide data, NPS refines the national totals.
Data Limitations	See page 66, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.
Baseline	As of FY 1999, 2,277 districts, buildings, structures, sites, or objects have been designated as National Historic Landmarks; 71,019 districts, buildings, structures, sites, or objects have been listed on the National Register of Historic Places; 733,200 Federally owned contributing archeological properties have been evaluated and inventoried; and 4,701,000 significant historic and archeological properties have been evaluated and inventoried or registered by States, Tribes with Tribal Historic Preservation Offices, or Certified Local Governments. As of 1998 there were 587 National Natural Landmarks designated.

## EXTERNAL LEGISLATED PARTNERSHIPS

### IIIa2 – PROPERTIES PROTECTED

**Long-term goal<sup>1</sup>** — By September 30, 2005, IIIa2A — 90% of National Historic Landmarks (2,191 of 2,435 designated landmarks) are in good condition; IIIa2B — 1% of federally recognized historical and archeological properties (19,800 of 2,186,000 contributing properties) are protected through NPS administered programs or assistance; and, IIIa2C — 3% of significant historical and archeological properties (149,600 of 4,906,000 contributing properties) recognized by States, Tribes, or certified local governments are protected through their administrative programs or assistance.

	FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal<sup>1</sup></b> — By September 30, 2002, IIIa2A — 90% of National Historic Landmarks (2,124 of 2,360 designated landmarks) are in good condition; IIIa2B — 1% of federally recognized historical and archeological properties (19,900 of 1,987,000 contributing properties) are protected through NPS administered programs or assistance; and, IIIa2C — 3% of significant historical and archeological properties (158,600 of 4,410,000 contributing properties) recognized by States, Tribes, or certified local governments are protected through their administrative programs or assistance.	\$ 72,524	\$ 31,834

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
<b>A. NHLs in good condition</b>	2,008	2,038	2,004	2,072	2,199	2,101	2,124
<b>B. Federal Gov't. protected properties</b>	—	17,900	18,800	19,200	19,600	19,800	19,900
<b>C. State/Tribal/Local Gov't protected properties</b>	—	111,300	122,000	125,400	188,100	163,200	158,600
Total properties protected (cumulative) using FY 1997 Strategic Plan	913,800	1,041,200	1,177,500	1,317,700	1,385,700	performance indicator replaced by A, B, & C	

<sup>1</sup> goal target changed to accommodate FY 2000 performance; National Natural Landmarks performance indicator temporarily removed from goal pending assessment

**Goal Description:** Achieving this goal ensures that a large percentage of National Historic and Natural Landmarks are in good condition and that the Federal, State, Tribal, and local governments are using governmental tools for the protection of significant historic and archeological properties. For example, during FY 2000, 91,600 properties were protected under State law, 90,500 properties were protected under CLG local law, \$2.6 billion in private investment in historic properties was generated under the Federal preservation tax incentives program, and 57 properties were being protected as a result of grants to Historically Black Colleges and Universities.

**Strategies:** Government historic preservation partners, including tribes, states and local governments, protect the resources from destruction, demolition, or alteration of significant historical, archeological, and traditional cultural features. Protection tools include laws, regulations, and financial incentives such as grants, loans, tax credits, or easements. Work is done with Certified Local Governments

to influence the designation, planning, zoning, and permitting decisions critical to preserving significant archeological and historic properties. The National Historic Landmarks (NHLs) program identifies and protects significant historic and archeological properties possessing exceptional value in illustrating the Nation's heritage. The National Historic Landmark Assistance Initiative works with owners of landmarks that face threats to their survival. The American Battlefield Protection Program promotes the preservation of significant battlefields from all wars on American soil, along with associated historic sites. The program focuses on alternatives to federal land acquisition. The Federal Preservation Tax Incentives program helps generate millions of dollars in private investment in the preservation of irreplaceable historic resources. NPS also administers a parallel program for the charitable contributions of easements for historic preservation programs. And, through Historic Preservation Fund grants to Historically Black Colleges and Universities assistance is provided to determine the significance and condition of and to restore or rehabilitate his-

toric buildings that preserve the heritage of ethnic or minority groups.

The FY 2000 actual performance for IIIa1C, State/Tribal/Local Gov't protected properties, is unusually high. We are not going to increase planned performance until we can assess actuals in future years to establish a trend.

The FY 2000 Annual Performance Report and the FY 2002 Annual Performance Plan reflect a transition from Goal IIIa2 as it appeared in the 1997 Strategic Plan and as it is presently constructed. The performance indicators for the goal changed in context and the methodology used for calculating performance. As a transition the row, "Total properties protected (cumulative) using FY 1997 Strategic Plan" is provided as a backward reference to the context of the FY 2000 planned performance.

## FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, increase by 12%, over 1997 levels, the number of significant historical and archeological properties protected nationwide through federal, state, local, or tribal statutory or regulatory means or through financial incentives or by the private sector.

The number of significant historic and archeological properties protected nationwide through through Federal, State, tribal, and local statutes or regulations or through financial incentives increased 471,900 properties or 51.6% over FY 1997 levels (from 913,800 to 1,385,700 properties).

The FY 2000 plan was based on a composite number of properties protected at the Federal, Tribal, State and local levels. Performance data for that composite is provided in the chart. The latest Strategic Plan specifically identifies certain components of protecting significant historical and archeological properties and are listed as A-C.

The goal was exceeded and out year projections were increased to reflect the additional accomplishments.

Data Validation	See page 106, Verification and Validation.
Data Verification	Each office providing historic preservation data has quality control procedures in place to ensure the accuracy of the data. NPS or its agents periodically confirm that the appropriate quality control procedures are in place and are being used properly. NPS uses various methods to validate the historic preservation data. These methods include photographs of completed work, document review, on-site visits by NPS staff and/or staff of State, Tribal, or Local historic preservation offices, and local community input.
Data Source	The Federal, State, Tribal, or local Government historic preservation office responsible for the individual acts of historic preservation makes a record each time the preservation of a "historic property" takes place. Annual totals are sent to the NPS office responsible for compiling the national totals. NPS projects from the number of responses to the total number of partners. As more governments become partners and more partners provide data, NPS refines the national totals.
Data Limitations	See page 66, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.
Baseline	As of FY 1999, 2,004 of 2,277 National Historic Landmarks are in good condition; 18,800 of 1,792,900 federally recognized historic and archeological properties are protected through NPS-administered programs or assistance; and 122,000 of 3,925,000 significant historic and archeological properties recognized by States, Tribes with Tribal Historic Preservation Offices, or Certified Local Governments are protected through their administered programs or assistance.

EXTERNAL LEGISLATED PARTNERSHIPS  
IIIa3 – USER SATISFACTION

**Long-term goal** — By September 30, 2005, 85% of users are satisfied with historic preservation-related technical assistance, training, and educational materials provided by NPS.

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, 85% of users are satisfied with historic preservation-related technical assistance, training, and educational materials provided by NPS.						\$ 6,235	\$ 4,539
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
User satisfaction for delivery of the technical assistance	n/a	84.9%	85.2%	90%	85.1%	85%	85%

**Goal Description:** The National Park Service provides technical assistance, training, and education to other Federal agencies, heritage areas, states, tribes, communities, and nonprofit organizations to help them protect their historic places, architecture, archeology, and culture. Technical assistance, training, and education are delivered through grants and through publications and conferences or meetings. The information is widely used by Federal, State and local agencies as well as by national parks, heritage areas, and private property owners. This goal measures the level of customer satisfaction with that assistance.

**Strategies:** The National Park Service is the nationwide leader in developing technical information, standards, guidelines, and training materials to assist property owners in responsible historic preservation work for protection of the Nation’s significant historic and archeological properties. University programs, nonprofit organizations and the general public rely upon the technical preservation assistance activities of the NPS, affecting work on thousands of historic buildings each year. Technical publications are available to government agencies, national parks, architects, developers and property owners to explain and encourage responsible historic preservation techniques and practices. The NPS has increased the number of publications available both in hard copy and via the Internet. The

NPS also made more long-distance learning opportunities available. By surveying how well the assistance provided meets the needs of its customers, the NPS hopes to improve on the usefulness and delivery of its assistance.

FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, increase user satisfaction by 6% over 1998 levels.

Actual performance for FY 1998 and 1999 were previously miscalculated and are here updated to show the actual weighted average of the seven survey components supporting the goal for those years.

Actual performance for FY 1998 was 84.9% user satisfaction, The FY 2000 goal was based on a 6% improvement over the original survey results, or nearly 91%. That did not occur. The long-term goal target is reduced to reflect a more realistic expectation of maintaining an 85% overall user satisfaction.

The goal was not met. Goal structure and planned performance is adjusted to represent more realistic expectations to be maintained.

Data Validation	See page 106, Verification and Validation.
Data Verification	The third party consultants use statistical sampling methods and analysis to conduct and interpret the survey and its results. The consultants meet with NPS program managers and staff as appropriate to recommend and discuss methods to make the survey results more accurate and useful.
Data Source	The NPS contractor manages the survey program.
Data Limitations	See page 66, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.



EXTERNAL LEGISLATED PARTNERSHIPS  
IIIaX – PARK PARTNERSHIPS

**Long-term goal** — By September 30, 2005, The number of satisfactorily completed projects under formal agreements that assist partners in protecting their resources or serving their visitors is increased by (park –determined percentage). Optional goal.

	FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002. The number of satisfactorily completed projects under formal agreements that assist partners in protecting their resources or serving their visitors is increased by (park-determined percentage). Optional goal.	To be determined	

**Goal Description:** This goal measures a park’s assistance to others that is done outside park boundaries for resources not owned or managed by the NPS. This goal can be contrasted with Goal IVbX that is designed to measure work with partners within parks. This goal addresses benefits to parks by protecting adjacent resources that can directly affect park resources.

**Strategies:** Many National Park units provide technical assistance and support to others for activities that are consistent with the National Park Service mission to protect and preserve cultural and natural resources. Many of the

programs that acknowledge designation and protection of these resources nationally are administered by the National Park Service, for example, the National Cultural Landmark and National Natural Landmark programs, the National Register of Historic Places, Trails and Rails, etc. Developing and promoting training for park staffs desiring to improve their understanding of these and other programs will improve the quality of the technical assistance that park units can provide to their partners. Several parks have already created model agreements with partners, and their experiences serve as an example of best practices that other parks may wish to use.

Data Validation	See page 106, Verification and Validation.
Data Verification	To be determined on a park-by-park basis.
Data Source	To be determined on a park-by-park basis.
Data Limitations	See page 66, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.

EXTERNAL LEGISLATED PARTNERSHIPS  
IIIa0 – PARK-SPECIFIC GOALS

Long-term goal — Park-specific goals not aggregating to Servicewide goals.

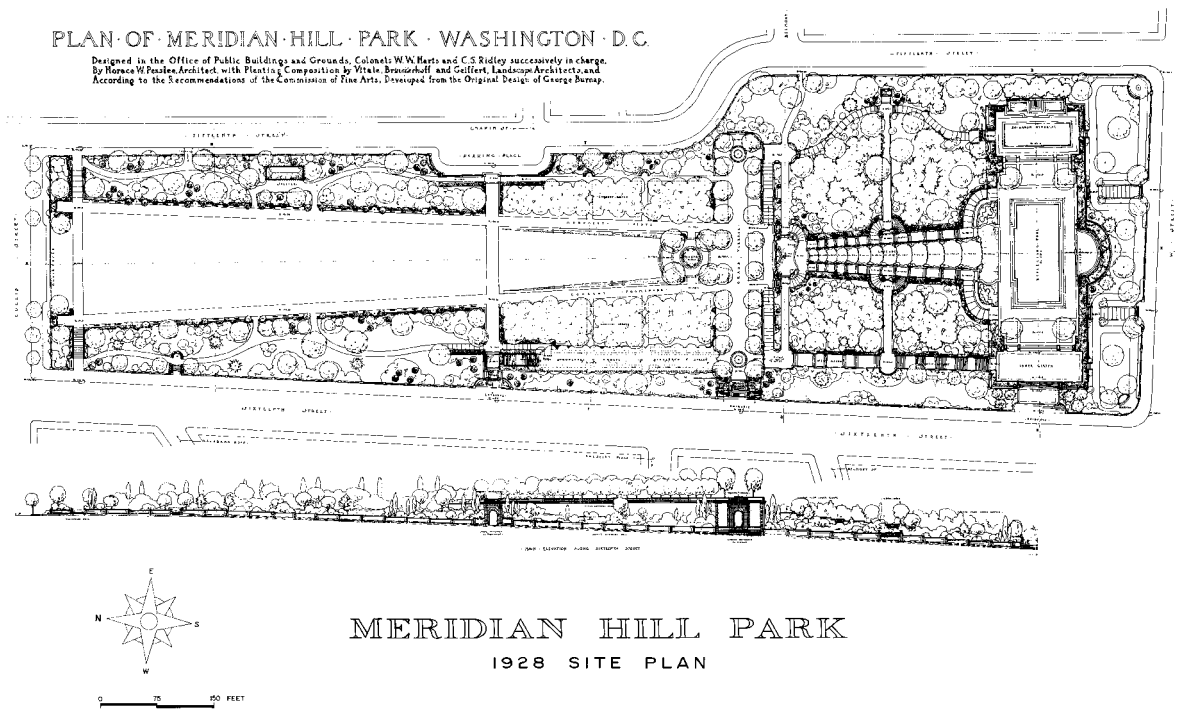
Annual Performance Goal — Diversity of goals does not permit a common measure

\$ 35,911

\$ 20,749

**Goal Description:** The zero (0) goals contain park-specific goals that cannot aggregate to Servicewide goals. This goal designation covers non-Servicewide goals that are associated with working with external legislated partnerships to enhance public enjoyment of historically significant properties.

As the NPS is becoming more familiar with performance management, there is a growing recognition that many park and program specific goals actually contribute to the Servicewide goal. Consequently the number of park and program specific goals are decreasing. Parks and programs are changing, refining, adding, deleting and reassigning goals as the relationship between park activities and Servicewide goals becomes more clear to the managers responsible for reporting the results.



## EXTERNAL LEGISLATED PARTNERSHIPS

### IIIb1 – CONSERVATION ASSISTANCE

**Long-term goal<sup>1</sup>** — By September 30, 2005, an additional 6,800 miles of trails, an additional 6,600 miles of protected river corridors, and an additional 1,072,900 acres of parks and open space, from 1997 totals, are conserved with NPS partnership assistance.

**Annual Performance Goal** — By September 30, 2002, an additional 5,200 miles of trails, an additional 3,700 miles of protected river corridor, and an additional 786,800 acres of park and open space, from the 1997 totals, are conserved with NPS partnership assistance. This supplements State conservation and restoration needs.

FY 01 Enacted  
(,000)      FY 02 Proposed  
(,000)

\$ 100,198      \$ 454,987

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Miles of recreational trails added	zero-based	700	2,116	2,600	4,343	4,800 <sup>1</sup>	5,200 <sup>1</sup>
Miles of recreational river corridor added	zero-based	1,100	1,504	2,100	2,540	2,850 <sup>1</sup>	3,700 <sup>1</sup>
Acres of recreational park land and open space added	zero-based	33,700	45,425	61,300	655,511	691,900 <sup>1</sup>	786,800 <sup>2</sup>
Baseline	0/0/0						

1. the long-term goal and planned annual performance are revised up to reflect FY 2000 actual performance.

2. assumes a 74,000 acre increase, based on traditional states grants program with additional flexibility to determine priorities.

**Goal Description:** To assist state and local governments and nonprofit organizations in protecting conservation areas and providing recreational opportunities. Since 1958, assessments of American outdoor recreational needs and opportunities have continually identified major shortages of parks (state and local), open space, trails, and protected waterways. The shortages are most apparent in the close-to-home recreational opportunities.

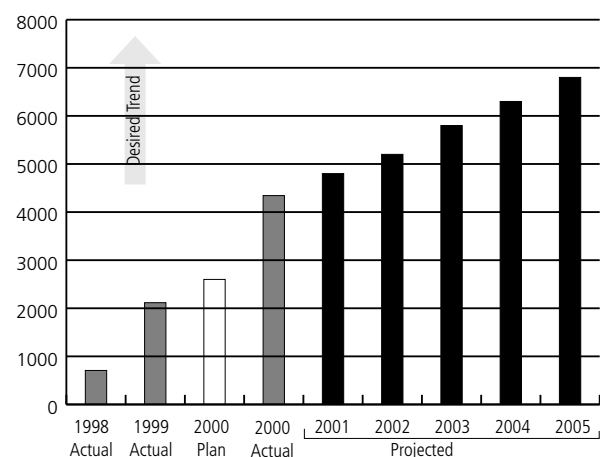
The NPS provides technical assistance to states, communities, and nonprofit organizations to protect more of these resources and to improve local recreational opportunities. Projects are selected for maximum community impact, strong public involvement and local support, and the high likelihood that NPS technical assistance will protect significant resources and enhance recreational opportunities.

**Strategies:** The National Park Service helps communities find appropriate strategies for protecting trail corridors, open space resources, rivers and watersheds, and historic and cultural resources that define their sense of place. NPS becomes involved when formally asked by local officials, landowners, and other citizens who share the desire to protect or to improve their communities. The NPS also brings technical expertise in public involvement, publications, organization building, design, and site restoration.

All projects are founded on cost-sharing, cooperation, and community initiative. Projects are implemented largely using local, State, and private funds, with NPS assistance typically leveraged many times over.

The following programs support this goal: the Federal Lands to Parks (FLP), Heritage Partnership (NHA), Rivers, Trails and Conservation Assistance (RTCA), the Hydropower Recreation Assistance, and Land and Water Conservation Fund - Stateside Grants programs. All five programs con-

Miles of Trails Added (cumulative)



tribute to the park and open space goal. Conserved acres of park land and open space added in FY 2000 showed a dramatic jump due in part to two local efforts. One, a Rivers & Trails project in Alaska, identified 260,000 acres of state land that is now included within protected and managed recreation lands. The second, a Heritage Partnership project, identified 320,000 acres from a recently completed management plan for the Essex National Heritage Area received by the Secretary of Interior. The Land and Water Conservation Fund Stateside Grants program share of this goal has increased over the last two years. Funding for the program increased from zero in FY 1999, \$40 million in FY 2000, \$88.5 million in FY 2001, to proposed funding of \$450 million in FY 2002 from which managers expect 74,000 acres of local recreational park land and open space.

**FY 2002 Increase:** The proposed funding would significantly increase the National Park Service's assistance to States and local governments to address preservation and recreation needs. The present budget request will give states flexibility to go beyond traditional recreational land purchase and development projects. States will be able to use grant funds in 2002 for the benefit of wildlife and habitat; the conservation of endangered and threatened species; and the protection, enhancement, and restoration

of wetlands for migratory birds. This program allows States greater flexibility to determine priorities and encourages program innovation. It is estimated that approximately 5,760 new grants would be awarded.

The goal will be revised to accommodate new functions.

### FY 2000 ANNUAL PERFORMANCE REPORT

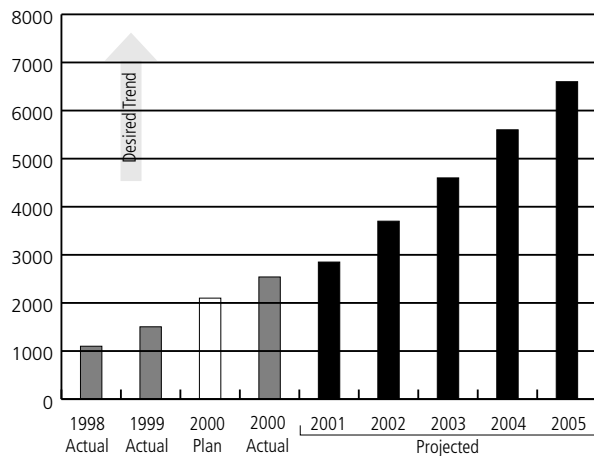
By September 30, 2000, an additional 2,600 miles of trails, an additional 2,100 miles of protected river corridor, and an additional 61,300 acres of park and open space, over the 1997 totals, are conserved with NPS partnership assistance.

By the end of the reporting period, all three performance indicators were exceeded. The 5-year performance target, and annual targets, for trails and open space were increased to reflect the additional accomplishment.

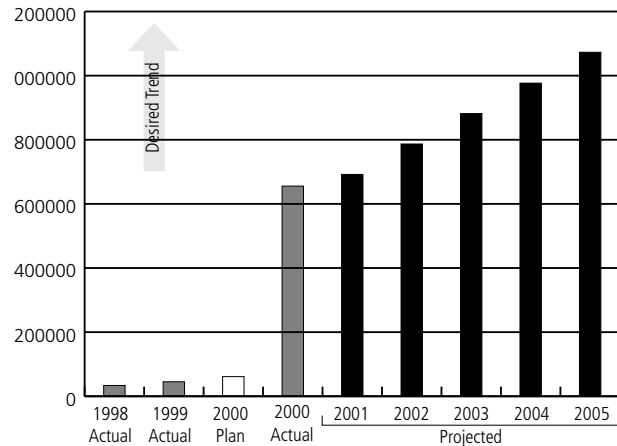
The significant increase in additional acres of open space are the result of large amounts of newly designated open space reported by the State of Alaska and national heritage areas.

The goal was exceeded.

Miles of River Corridor Added (cumulative)



Acres of Park Land Added (cumulative)



Data Validation	See page 106, Verification and Validation.
Data Verification	All data is reviewed; outlying data points are identified; and those points are verified with field staff.
Data Source	NPS partnership programs provide technical assistance at the initial stages of project conceptualization and planning. However, results are not evident until several years after NPS involvement ends. Progress is measured at that time. Field staff review the project and record the resulting new miles of trails and river corridor or additional acres of protected greenspaces.
Data Limitations	See page 66, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.

## EXTERNAL LEGISLATED PARTNERSHIPS

### IIIb2 – COMMUNITY SATISFACTION

**Long-term goal<sup>1</sup>** — By September 30, 2005, 94% of communities served are satisfied with NPS partnership assistance in providing recreation and conservation benefits on lands and waters.

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, 93.8% of communities served are satisfied with NPS partnership assistance in providing recreation and conservation benefits on lands and waters.						\$ 10,073	\$ 9,860
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Percentage communities served satisfied with support	n/a	87.6%	93.9%	77%	93.8%	93.8% <sup>1</sup>	93.8% <sup>1</sup>
Number of communities served annually	n/a	200	200	225	255	255	255

1. the long-term goal and planned annual performance are revised up to reflect FY 2000 actual performance and goal language simplified from previous plan.

**Goal Description:** The purpose of this goal is to increase the satisfaction of communities with partnership assistance from NPS in providing additional local recreational opportunities and protecting resources. The public is provided with additional safe, outdoor recreational opportunities and conservation projects to improve and protect their communities.

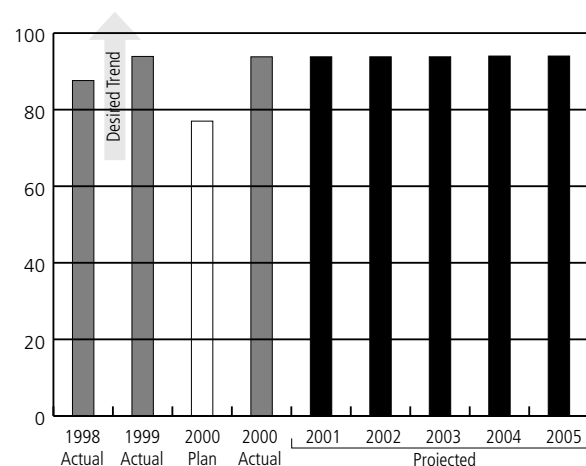
**Strategies:** The National Park Service provides a broad range of support related to outdoor recreation planning, rivers and trails conservation, environmental compliance, and natural and historic preservation to State and local governmental units and private sector and nonprofit organizations engaged in preservation and conservation projects. The NPS generally assumes a coordinator, facilitator or partnership role in these projects/programs, or provides technical assistance.

The National Park Service provides support for national heritage areas by the leveraging of funds and developing partnerships between the heritage areas and the National Park Service. Federal funds for Commissions and Grants are matched at least 1:1 by nonfederal funds derived from local, State, and nonprofit sources. Federal funds have been leveraged by as much as 10:1, showing that a small Federal investment can be significantly amplified by the enthusiasm and commitment of area residents.

The Federal Energy Regulatory Commission requires all hydropower license applicants to consult with the National Park Service regarding recreational opportunities associat-

ed with their project area. An unprecedented number of these licenses (236) are up for renewal in the next ten years. The Service assists citizen's groups, hydropower applicants, and various levels of government to collaborate to meet present and future outdoor recreation demands (e.g. access, instream flows, facilities), and maintain and enhance the quality of the project's environmental setting, particularly riparian areas.

Communities Served Satisfied with Support %



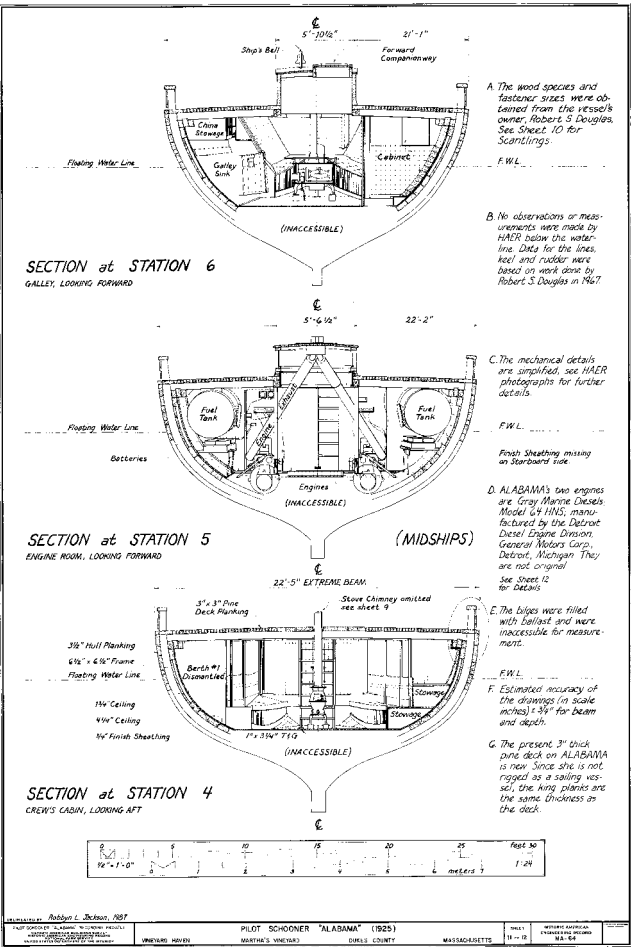
FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, 77% of states, communities, and nonprofit organizations served are satisfied with NPS partnership assistance in providing recreation and conservation benefits on lands and waters.

The FY 2000 survey indicates that nearly 93.8% of states, communities, and nonprofit organizations served are satisfied with the assistance provided. Projections were adjusted as a trend has been established with the FY 2000 survey results. The goal language was simplified for the latest Strategic Plan.

The goal was exceeded.

Data Validation	See page 106, Verification and Validation.
Data Verification	NPS Chief Social Scientist has reviewed survey instruments and methodology at each stage of development. Respondent selection rules have been adopted in order to assure a knowledgeable and representative respondent population and to remove any agency influence from the selection process. A modified Dillman mail survey approach is being used to increase the response rate and decrease non-response bias.
Data Source	Data collected on community satisfaction are derived from three survey instruments (questionnaires) developed by the University of West Virginia, Forestry and Recreation Department.
Data Limitations	See page 66, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.



EXTERNAL LEGISLATED PARTNERSHIPS  
IIIb0 – PARK-SPECIFIC GOALS

Long-term goal — Open Space Planning: Goal indicators and performance targets to be determined		
	FY 01 Enacted (,000)	FY 02 Proposed (,000)
Annual Performance Goal — Open Space Planning: Goal indicators and performance targets to be determined	\$ 2,421	\$ 2,031

**Goal Description:** The zero (0) goals contain park-specific goals that cannot aggregate to Servicewide goals. To assist States in preserving open space through the development of “smart growth” strategies as reflected in open space preservation plans. Urban sprawl degrades the quality of life in a community. The grants will allow communities to better manage the available resources to the benefit of the community.

**Strategies:** The NPS proposes implementing a program for Open Space Planning using competitive planning grants to States. The grants will be used for developing open space preservation plans that address land use choices related to the impact of urban sprawl on open spaces, wildlife, clean water, and recreation opportunities.

Full-funding of the FY 2002 budget request for the State-side of the Land and Water Conservation Fund will give State and local agencies the matching funds and greater flexibility needed to address conservation needs through a bottom-up approach, with the understanding that continued significant improvement in environmental quality can best be achieved by fostering local stewardship of our resources.

## EXTERNAL LEGISLATED PARTNERSHIPS

### IIIc1 – RECREATIONAL PROPERTIES

**Long-term goal** — By September 30, 2005, 100% of the 41,165 recreational properties (estimated for September 30, 2005) assisted by the Land and Water Conservation Fund, the Urban Park and Recreation Recovery Program, and the Federal Lands to Parks Program are protected and remain available for public recreation.

						FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, 100% of the 34,088 recreational properties (as of 2001) assisted by the Land and Water Conservation Fund, the Urban Park and Recreation Recovery Program, and the Federal Lands to Parks Program are protected and remain available for public recreation.						\$ 244	\$ 247
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Properties protected	100%	100%	100%	100%	100%	100%	100%
Number of recreational properties	32,450	32,461	32,480	32,533	32,738	33,103	33,685

**Goal Description:** This goal provides for public enjoyment through the use of protected, conserved, and/or rehabilitated public recreation lands and facilities. The goal is satisfied by protecting and assuring the availability of public recreational properties on former federal surplus properties and on lands acquired or developed with federal assistance, from conversion to non-recreational uses. The public enjoys the use of protected, conserved, and/or rehabilitated public lands and facilities..

**Strategies:**The National Park Service provides opportunities for State or local agencies to acquire surplus land for public recreation at no cost. Once acquired, the land is dedicated for public recreational use in perpetuity for current and future generations without Federal ownership. As a result, State and local parks are able to provide improved public recreation services, conserve natural and historic resources, and contribute to community revitalization.

The program results in new and expanded State and community parks, increased close-to-home recreation, and pro-

tected open space and important natural and cultural resources. A great variety of land may be available from any agency of the Federal Government, including military bases, U.S. Coast Guard stations, and Army Corps of Engineers water control projects. The land may be located in rural or urban areas, consist of open space, forests, wetlands, lakes, or shorelines; the land may contain existing historic and recreation facilities. In addition, communities may convert and restore seemingly nonrecreational property to meet community open space or recreational needs. Each site is monitored and protected against diversion from public recreation use.

#### FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, no net loss has occurred to recreational properties assisted by the Land and Water Conservation Fund, the Urban Park and Recreation Recovery Program, and the Federal Lands to Parks Program.

The goal was met with no net loss to recreational properties.

Data Validation	See page 106, Verification and Validation.
Data Verification	A random sampling of 12 states in various geographic locations was used to determine the actual number of protected lands that remain available for public recreation.
Data Source	NPS analyzes records to determine where financial assistance was granted to state and local governments to maintain public lands for recreational and conservation purposes. Data collected on number of properties transferred from Federal Lands to Parks (FLP) to state and local governments.
Data Limitations	See page 66, Data Limitations, and page 106, Verification and Validation.
Planned Improvements	See page 106, Verification and Validation.



## EXTERNAL LEGISLATED PARTNERSHIPS

### IIIc0 – PARK-SPECIFIC GOALS

**Long-term goal** — Urban Park and Recreation Grants Program: By September 30, 2005, recreation services to inner-city minority and low to moderate income populations will be enhanced by the rehabilitation of recreation improvements at specific sites through rehabilitation project grants.

	FY 01 Enacted (,000)	FY 02 Proposed (,000)
<b>Annual Performance Goal</b> — By September 30, 2002, implement staffing, procedural infrastructure and selection process to make 15-25 grant awards.	\$ 30,208	\$ 284

**Goal Description:** : This goal provides the mechanism for the NPS to provide grant opportunities to urban areas to meet the recreational needs of their communities.

The UPARR program has extensive experience in providing grants for recreation to inner-city neighborhoods for the rehabilitation of existing recreation facilities, and providing funds to support specific activities that increase recreation programs and services. From 1979 through 2000 (no funding 1995-1999) over 1,300 recreation sites have been rehabilitated. These include close-to-home playgrounds, tot-lots, recreation centers, parks, ball fields, ball courts, and swimming pools. Through Innovation grants, this program helped turn an abandoned coal bunker into a recreation center, national guard armories into gymnasiums and community centers, and a shopping center and walkway into an exercise trail and senior citizen center. It provides funds to recreation and education programs for teens; assisted communities in providing outdoor adventure and wilderness programs for inner-city youth that have limited mobility in seeking other recreation opportunities; developed swimming and water safety programs for minority children and disabled persons; and encouraged after-school programs for youth which are organized and run by public and private agencies working together to provide educational, cultural and environmental activities.

In FY 2000, 14 new grants were awarded from the \$2 million appropriated. These grants were used to rehabilitate neighborhood parks and playgrounds, community centers, and swimming pools in 19 sites across the nation.

In FY 2001, 15-20 new grants will be awarded from the \$30 million appropriated. These grants will be used to rehabilitate neighborhood parks and playgrounds, community centers, and swimming pools in primarily in urban areas across the nation.

**FY 2002 Budget Changes:** The UPAR program will not be funded in FY 2002.

## Section II

### *GPRA Program Activity: IV – Organizational Effectiveness*

The mission goals and long-term goals grouped under GPRA Program Activity - Organizational Effectiveness are goals that support the mission of the National Park Service. These goals generally relate to efficient and effective governmental processes rather than to the results of those processes. These goals measure workplace standards such as diversity and competency levels, as well as program execution efficiencies, such as the accuracy of construction cost estimates.

To become more responsive, efficient, and accountable, the National Park Service must integrate its planning, management, accounting, reporting, and other information resource systems. Integrating or interfacing these systems will provide better cross-communication during daily operations and help the National Park Service develop required annual performance plans in compliance with the Government Performance and Results Act. Modern electronic technology makes it possible to integrate/interface these systems among the park units,

central offices, and program centers. Improvements in the areas of workforce diversity, employee safety, employee housing, and employee performance standards will help the National Park Service accomplish its mission. Long-term goals pertaining to organizational responsiveness, efficiency, and accountability are related to this mission goal.

The National Park Service will pursue maximum public benefit through contracts, cooperative agreements, contributions, and other alternative approaches to support park operations and partnership programs. Partners include non-government organizations such as friends groups, foundations, cooperating associations, and concessionaires, as well as federal, state, and local government organizations which already assist NPS managerial ability through partnerships and cooperative agreements.

## ORGANIZATIONAL EFFECTIVENESS

### IVa1 – DATA SYSTEMS

**Long-term goal** — By September 30, 2005, 65% (25) of the 38 major NPS data systems are integrated/interfaced.

**Annual Performance Goal** — By September 30, 2002, 50% (19) of the 38 major NPS data systems are integrated/interfaced.

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Develop baseline	n/a	completed	2	7	8	13	19
Percent of major data systems integrated	n/a	n/a	5%	18%	20%	34%	50%
Baseline	38 systems						

Means goals deal with organizational effectiveness and dollars are attributed to the mission-related goals

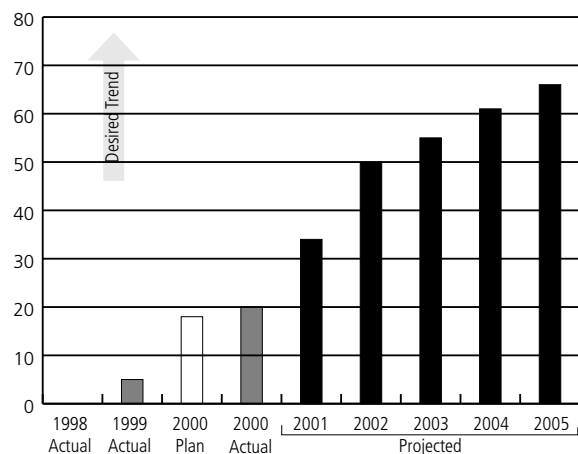
**Goal Description:** This goal increases the level of integration of major NPS data systems. The major data system is defined as Servicewide or Departmentwide. Servicewide systems contain related data from a majority of parks in multiple regions and related program offices and will benefit from migration to a centralized source for distribution and usage. These systems can eliminate duplicate data entry of the same data if interfaced/integrated. Department systems are mandatory/required from Department of Interior.

Integrating and interfacing systems provides access to a broader range of current data for planning and operational purposes in a more timely and cost effective manner improving employee effectiveness.

NPS will have a shared data environment simplifying data entry and reporting that will be available to all field locations. Software applications and enhancements should create a shared data environment for efficient data flow and interface capability to reduce duplicate data entry.

**Strategies:** Major systems have been identified and inventoried. Common data requirements are being identified and shared data tables are being explored.

Major Data Systems Integrated %



#### FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, 18% of the major NPS data systems are integrated/interfaced.

This goal was met.

# ORGANIZATIONAL EFFECTIVENESS

## IVa2 – WORKFORCE STEWARDSHIP

**Long-term goal** — By September 30, 2005, IVa2A – 75% of NPS employees are satisfied with their job (as measured through employee satisfaction surveys); and, IVa2B – 75% of NPS employees believe the organization is functioning effectively (as measured through customer service and organizational effectiveness surveys).

**Annual Performance Goal** — By September 30, 2002, NPS has surveyed employees and customers on servicewide systems and processes.

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Percent employees satisfied							
Percent agree that NPS is functioning effectively							

Means goals deal with organizational effectiveness and dollars are attributed to the mission-related goals

**Goal Description:** The goal ensures that the employees are recognized and valued for contributing to the success of the mission of the National Park Service. In addition, this goal ensures that the processes and systems that employees use to perform their duties are effective and efficient.

**Strategies:** Satisfied employees will protect resources, serve visitors, and carry out the legislated partnership program better. One mechanism for determining how well the NPS is serving its internal customers and meeting this goal is through surveys of employees and internal customers, similar to the NPS Visitor Services Project. By conducting satisfaction surveys at various NPS offices and parks, the Service will be able to gauge if the organization is functioning as efficiently and effectively as it should. The survey will be focused on certain servicewide processes and sys-

tems that lend themselves to increased efficiency. These targeted systems and processes will serve as viable indicators of NPS performance and service. The employee survey will take into consideration 1984 survey data. If the results of the employee are less than 75% satisfied, the Service will develop an action plan to reach 75%. During FY 2001 and FY 2002 mechanisms for surveying employees and internal customers will be developed and tested and baselines determined.

### FY 2000 ANNUAL PERFORMANCE REPORT

This is a new goal for 2001, no report will be available until 2002.

## ORGANIZATIONAL EFFECTIVENESS

### IVa3 – WORKFORCE DEVELOPMENT AND PERFORMANCE

**Long-term goal** — By September 30, 2005, IVa3A – 100% of employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies; and, IVa3B – 95% of NPS employees demonstrate that they fully meet their competency requirements.

**Annual Performance Goal** — By September 30, 2002, IVa3A – 75% of employee performance agreements are linked to appropriate strategic and annual performance goals; and IVa3B – 95% of NPS employees demonstrate that they fully meet their competency requirements.

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Employee Performance Agreements Linked	n/a	n/a	40%	50%	63%	65%	75%
Employees demonstrate competency requirements	new goal					95%	95%

Means goals deal with organizational effectiveness and dollars are attributed to the mission-related goals

**Goal Description:** Each NPS employee has a required annual performance agreement and receives an annual performance evaluation based on accomplishment of the critical results identified in the agreement. This goal directly ties individual performance goals to organizational outcomes. To accomplish the goal of having individual performance agreements for all employees that are clearly linked to goals, the NPS began with the performance agreements of Senior Executives, then managers and supervisors, and will ultimately tie the agreements of all employees to GPRA and annual goals. The vast majority of the employees already have the skills and competencies necessary to perform the duties of their position. Employees will benefit by having a clear picture of how their individual accomplishments contribute to the overall mission of the NPS. During FY2000 a baseline was measured for IVa3B at 99.7%. The NPS will need another year to determine if this was an abnormally high percent. If FY 2001 actual is at this same high level, the FY 2005 target will be raised.

**Strategies:** Training will continue for rating officials. As rating officials become accustomed to making the connection when developing critical results for employees, it is likely that all employees will have individual performance agreements linked to GPRA in advance of the target of FY 2003. It is also likely that the percentage of NPS employees that can demonstrate that they fully meet their competency requirements will exceed the FY 2005 goal before that time and that goal target will be revised.

#### FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, IVa3A – 50% of employee performance agreements are linked to appropriate strategic and annual performance goals.

This goal was met.

## ORGANIZATIONAL EFFECTIVENESS

### IVa4 – WORKFORCE DIVERSITY

**Long-term goal** — By September 30, 2005, Increase the servicewide representation of underrepresented groups over the 1999 baseline: IVa4A — by 25% in the 9 targeted occupational series in the permanent workforce; IVa4B — by 25% of women and minorities in the temporary and seasonal workforce; IVa4C — by 10% of individuals with disabilities in the permanent workforce; and IVa4D — by 10% of individuals with disabilities in the seasonal and temporary workforce.

**Annual Performance Goal** — By September 30, 2002, Increase the servicewide representation of underrepresented groups over the 1999 baseline: IVa4A — by 10% in the 9 targeted occupational series in the permanent workforce; IVa4B — by 10% of women and minorities in the temporary and seasonal workforce; IVa4C — by 4% of individuals with disabilities in the permanent workforce; and IVa4D — by 4% of individuals with disabilities in the seasonal and temporary workforce.

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Percent increase of under-represented groups in permanent workforce	n/a	baseline	3%	5%	4.2%	5%	10%
Percent increase of under-represented groups in season and temporary workforce	new goal			develop baseline		5%	10%
Percent increase of disabled in permanent workforce	new goal			develop baseline		2%	4%
Percent increase of disabled in the seasonal and temporary workforce	new goal			develop baseline		2%	4%

Means goals deal with organizational effectiveness and dollars are attributed to the mission-related goals

**Goal Achievement:** To achieve the goal of workforce diversity, the National Park Service is using full-time and collateral recruiters, increased interaction, liaison and partnerships with Historical Black Colleges and Universities, Hispanic Serving Institutions, Tribal College, institutions with large populations of Asian Americans and persons with disabilities and developing partnerships with organizations established to assist certain underrepresented EEO groups. The NPS is also defining clear targets and communicating those Servicewide, developing and disseminating technical guidance materials and educating the workforce about the importance of improving the diversity of the National Park Service. Regions and central offices will concentrate their efforts on the identified targeted occupations which are included in the National Park Service Diversity Action Plan and other occupations with underrepresentation and contribute to the Servicewide long-term goal based upon their recruitment opportunities.

**Strategies:** Expanded recruitment will be utilized to identify opportunities to diversify the workforce in all occupa-

tions where there is underrepresentation of women, minorities and/or persons with disabilities. Because past recruiting efforts in each of the Regions did not achieve the desired results, the NPS will be looking at centralized hiring activities as a way to better manage new hires in terms of diversity and the streamlining effort in the Federal Government. The National Park Service recognizes that there are some occupations that need more targeted recruitment because of the underrepresentation rates are higher and more severe. The National Park Service has identified 10 mission-critical occupations for aggressive targeted recruitment, these include: 0025-Park Management, 0083-Park Police, 0170-Historian, 0193-Archeology, 0301-Miscellaneous Administration and Programs, 0401-General Biological Science, 1010-Exhibit Specialist, 1015-Museum Curator and 1640-Facility Management.

- For 0025-Park Ranger: Increase the representation of White, Black, Hispanic and Asian American/Pacific Islander females; Black and Asian American/Pacific

Islander males.

- For 0083-Park Police-Increase the representation of White, Black and American Indian/Alaskan Native females.
- For 0170-Historian-Increase the representation of White, Black, Hispanic, Asian American/Pacific Islander and American Indian/Alaskan Native females; and Asian American/Pacific Islander males.
- For 0193-Archeology-Increase the representation of White, Black, Hispanic, Asian American/Pacific Islander and American Indian/Alaskan Native females; Black, Hispanic, Asian American/Pacific Islander and American Indian/Alaskan Native males.
- For 0301-Miscellaneous Administration and Programs-Increase the representation of Hispanic and Asian American/Pacific Islander females; and Asian American/Pacific Islander males.
- For 0401-General Biological Science-Increase the representation of White, Black, Hispanic, Asian American/Pacific Islander and American Indian/Alaskan Native females; Black, Hispanic, and Asian American/Pacific Islander males.
- For 1010-Exhibits Specialist-Increase the representation of White, Black, Hispanic and Asian American/Pacific Islander females and Asian American/Pacific Islander males.
- For 1015-Museum Curator-Increased the representation of Black, Hispanic and Asian American/Pacific Islander females; Black, Hispanic and Asian American/Pacific Islander males.
- For 1640-Facility Management Specialist-Increase the representation of White, Black, Hispanic, Asian American/Pacific Islander and American Indian/Alaskan Native females.

## FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, increase the representation of underrepresented groups in each of the targeted occupational series by 5% over each series' 1998 baseline through merit promotion selections, new appointments, and other means of accessions.

The National Park Service made incremental progress toward achieving our goals for improving diversity within the organization. However, we did not achieve the goals and accomplishments envisioned. Although only 0.8 percent short of the goal, failure to meet the goal is being taken seriously. Field recruitment has not proven to be successful in achieving diversity goals. Competition with other Federal agencies and the private sector for underrepresented groups is strong and the National Park Service is not always able to meet employment offers made by other groups.

As a result, the National Park Service is establishing a work group that will develop options for centralized hiring activities as a better way to manage hiring in terms of diversity and with respect to the hiring crisis in the Federal Government. A coordinated centralized effort may be more efficient and successful in covering all the recruitment opportunities rather than each Region trying to establish partnerships and recruit individually.

Targets for this goal will not be adjusted because the Service believes they are realistic targets that can be met. Redirecting hiring activities is expected to result in achievement of future targets for this goal.

The goal was not met.

## ORGANIZATIONAL EFFECTIVENESS

### IVa5 – EMPLOYEE HOUSING

**Long-term goal** — By September 30, 2005, 60% of employee housing units listed in poor or fair condition in 1997 assessments will be rehabilitated to good condition, replaced, or removed.

**Annual Performance Goal** — By September 30, 2002, 35% of employee housing units listed in poor or fair condition in 1997 assessments will be rehabilitated to good condition, replaced, or removed (735 of 2100).

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Housing units replaced, upgraded or removed	n/a	4.3%	13.2%	15%	17.5%	25%	35%

Means goals deal with organizational effectiveness and dollars are attributed to the mission-related goals

**Goal Description:** This goal reflects the NPS desire to improve the condition of employee housing resulting in decent, safe, and sanitary housing units for park employees and units that are maintainable for the Service. The NPS has completed a national housing need and assessment survey followed by a NPS policy review and regional review and certification of needs and conditions. Employee housing is included in an NPS plan to continue conducting comprehensive condition assessments of Service assets. As part of the proposed ongoing maintenance assessments, deteriorating housing condition can be identified and rectified before the housing units become unacceptable. An examination of NPS structural fire safety and the resulting proposed changes and improvements are expected to help improve employee housing conditions.

The NPS has completed a housing survey to determine the need for park provided housing. Park housing is provided so that the park's resources and visitors are better protected. The public and the natural and cultural resources benefit from this goal by having personnel available to provide necessary services and protection and for other assistance as needed. Housing is also provided for park personnel in extremely remote locations. The employees benefit by having decent, safe, and sanitary housing.

**Strategies:** Available funding in the Maintenance and Quarters accounts is being used to repair, rehabilitate, and maintain NPS housing. The NPS has proposed to continue development and implementation of a program that will collect detailed comprehensive inventory and condition assessment data on critical NPS assets (including employee housing), identifying those in poor condition and building a system-wide inventory and condition assessment database. In 2000, Congress directed the NPS to conduct a pilot

demonstration program of the Facility Management Software System (FMSS) to test the functionality of the system, test for connectivity issues, and tailor the system to NPS guidelines for conducting facility management in accordance with applicable laws and regulations. The pilot program was successfully conducted and in FY 2001 will be implemented in about 130 parks. NPS plans to have the FMSS fully implemented in FY 2002 pending funding.

Increased FY 2002 funding for the maintenance backlog will result in accelerated achievement of this goal starting in FY 2003.

#### FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, 15% of employee housing units, classified as being in poor or fair condition in 1997, have been removed, replaced, or upgraded to good condition.

The goal was met. The long-term goal was increased to 60% from 50% as a result of additional funds being made available.



## ORGANIZATIONAL EFFECTIVENESS

### IVa6 – EMPLOYEE SAFETY

**Long-term goal** — By September 30, 2005, IVa6A – The NPS employee lost time injury rate will be at or below 4.49 per 200,000 labor hours worked and, IVa6B – the servicewide total number of hours of Continuation of Pay (COP) will be at or below 60,000 hours.

**Annual Performance Goal** — By September 30, 2002, IVa6A –the NPS employee lost time injury rate will be at or below 4.6 per 200,000 labor hours worked (100 FTE); and, IVa6B – the servicewide total number of hours of Continuation of Pay (COP) will be at or below 70,500 hours.

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Lost Time Injury Rate per 200,000 labor hours	6.77	6.34	5.3	5.2	4.67	4.67	4.64
Continuation of Pay Hours	75,157	72,944	77,068	72,700	77,509	74,000	70,500

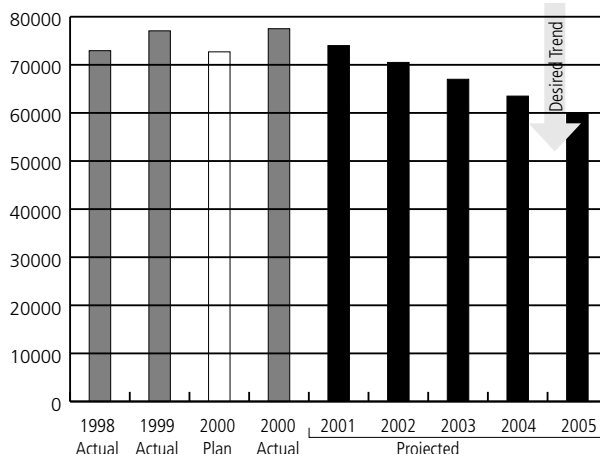
Means goals deal with organizational effectiveness and dollars are attributed to the mission-related goals

**Goal Description:** The National Park Service has a responsibility to maintain a safe and healthful working environment, promote safe work practices, and provide a safe recreation experience for visitors. This undertaking requires an extensive, multi-faceted program that encompasses all employee and visitor activities. The National Park Service Risk Management Program staff includes professional risk managers, an occupational safety and health specialist, and a data manager who provide a comprehensive safety and health risk-management program for all units of the National Park System. The Park Service also programs funds to maintain minimum levels of preparedness to respond to emergency situations. Continuation of Pay (COP) is the compensation paid to an injured employee for the first 45 days after injury. This funding comes

directly out of the park's budget. The reduction of COP makes available ONPS funding that could be used for other needs. In order to reduce the COP costs it is necessary to return the employee to work as soon as medically possible. This can also be accomplished by using Alternative Work Assignments that allow the employee to return to work in a light duty status.

It is clear that when employees are injured, the ability to accomplish the NPS mission is greatly impaired. By using the principle that employees will be valued first, moral and work ethics are improved. Letting employees know that at-risk behavior is unacceptable and will not be tolerated sends a message that working in a safe environment is a top priority.

**Continuation of Pay Hours**



The Servicewide 5-year average baseline rate for employee accident/illnesses was 6.61 per 200,000 labor hours (100 FTE). The baseline for COP hours for the years FY 1992 through FY 1996 is 75,157. These figures were calculated and provided to each park by the Risk Management office using data provided by the Department of Labor. The baseline rate for the number of employee injury/illnesses is all recordable lost time incidents per 200,000 labor hours (100 FTE), during the time period of FY1992 through FY1996. These figures were calculated and provided to each park by the Risk Management office.

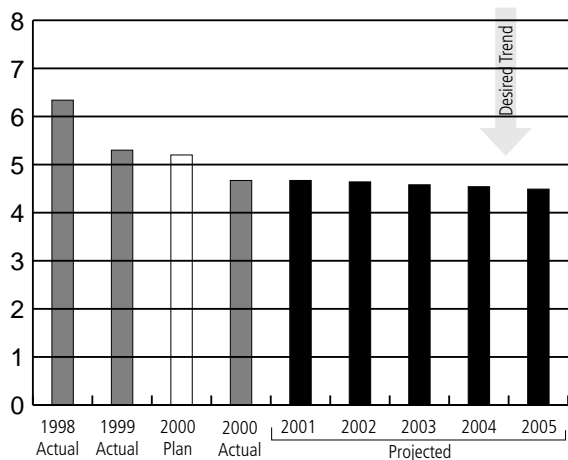
**Strategies:** A full time data manager was hired in 1999 to support data acquisition and analysis at the national level. Money for executive level safety training was provided to every region and 350 people attended the training. A con-

tractor was hired to investigate possible fraud in OWCP cases. In FY 1999 a contract was issued for private contractor/consultants to assist 11 parks with poor employee safety records to set up effective safety and health programs. This contract will be carried forward for a total of 5 years, identifying 10 or more parks each year. Also starting in FY 1999, an Interagency Agreement with OSHA was put in place to provide assistance to 10 parks in developing effective safety and health programs.

In FY 2000 an agreement was entered INTO with Clark University to determine how the public perceives risk in National Park Service sites. The object of this study is to determine how 30 parks keep public accident/incident records, what the public perceives as "risk," and how best to get the message out so the visitor is informed and makes good decisions about enjoying the parks safely.

A Public Risk Management Council was formed as a subcommittee to the Risk Management Council, to develop a Strategic Plan and DO 50-C and RM for Public Safety. In FY 2000 the draft DO was written, in FY 2001 it will be finalized and a Reference Manual written.

**Lost Time Injury Rate**



## FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, reduce NPS employee lost time injury rate to 5.2 per 200,000 labor hours, and worker's compensation hours (COP) to 72,700 hours.

The lost time injury rate goal was exceeded, however the continuation of pay hours increased. In FY 1998, the average number of COP hours per accident was 60.43 hours. In FY 1999, the average number 75.48 hours and in FY 2000, the average is 86.7. It appears that the Service has been successful in reducing the number of incidents but the amount of time away from work increased. Further analysis indicates that the COP program is possibly being misapplied. Issues regarding eligibility and applicable timeframes appear to be causing misunderstanding with timekeeping.

The NPS continues efforts to return injured workers to work following injury or illness, to improve accuracy of OWCP reporting, and to investigate allegations of fraud and abuse of OWCP benefits.

To date, contract consultants have assisted 29 parks to improve employee safety management. An analysis of contract effectiveness will be conducted in FY 2001. The Service will use 'lessons learned' to improve contractor and park performance. Under the OSHA agreement, compliance has been the primary focus. More emphasis on program management through OSHA's Voluntary Protection Program in affiliated parks will be made in the future.

The performance target for injury rate was exceeded while the performance target for COP was not met. Given that the COP numbers are likely to be incorrect due to timekeeping issues and the greater significance of reducing injuries, the overall assessment is that the NPS met this goal.

## ORGANIZATIONAL EFFECTIVENESS

### IVa7 – LINE-ITEM CONSTRUCTION

**Long-term goal** — By September 30, 2005, 100% of line-item projects funded by September 30, 1998, and each successive fiscal year, meet 90% of cost, schedule, and construction parameters.

**Annual Performance Goal** — 100% of line-item projects funded by September 30, 1998, and each successive fiscal year, meet 90% of cost, schedule, and construction parameters.

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Projects meeting criteria	n/a	n/a	n/a	100%	100%	100%	100%

Means goals deal with organizational effectiveness and dollars are attributed to the mission-related goals

**Goal Description:** This goal tracks NPS construction performance by comparing the actual capital facilities constructed against what was requested, the appropriated amount to actual project costs, and projected schedules to actual project milestones and completion dates. The goal also measures the degree of achievement on stated project goals identified by NPS field areas as part of their strategic plans. The goal only addresses projects that have been completed.

**Strategies:** Beginning in FY 2002 all line-item construction projects \$2 million or greater are to be tracked each fiscal year. A capital asset plan is prepared that shows project milestones, funding for each milestone, scheduled completion dates, and project goals. Projects usually have a four-year cycle so reporting is compounded as each project is added to the total list.

Capital asset plans will be manually updated on a quarterly basis until completion of a Servicewide tracking system to track project funds and schedules. The proposed tracking system will enable park superintendents to compare projected schedules and costs against actual. Project funds will be tracked by the appropriate office and furnished to the park that is ultimately responsible for acquiring and inputting the data into the NPS system so that it can be reported. Currently each NPS regional office determines how and who will accomplish its program.

The Denver Service Center has customarily handled the bulk of the line item program for the National Park Service. Congress has directed that 90% of all projects will be accomplished using A & E contractors. Significant cost containment measures have been put in place servicewide as directed by the NAPA report.

The National Park Service is working with a number of new processes that will reduce costs and better meet anticipated project schedules and completion dates. Newly developed cost accounting and reporting systems are being used. Data can be reviewed by a much larger audience and in more detail.

Projects are reviewed and prioritized on a national basis by the NPS Development Advisory Board. Projects exceeding \$500,000 in cost are scrutinized through a value engineering analysis that selects the most cost-effective alternative that is environmentally sound, meets sustainability requirements and meets goals stated in the project agreements.

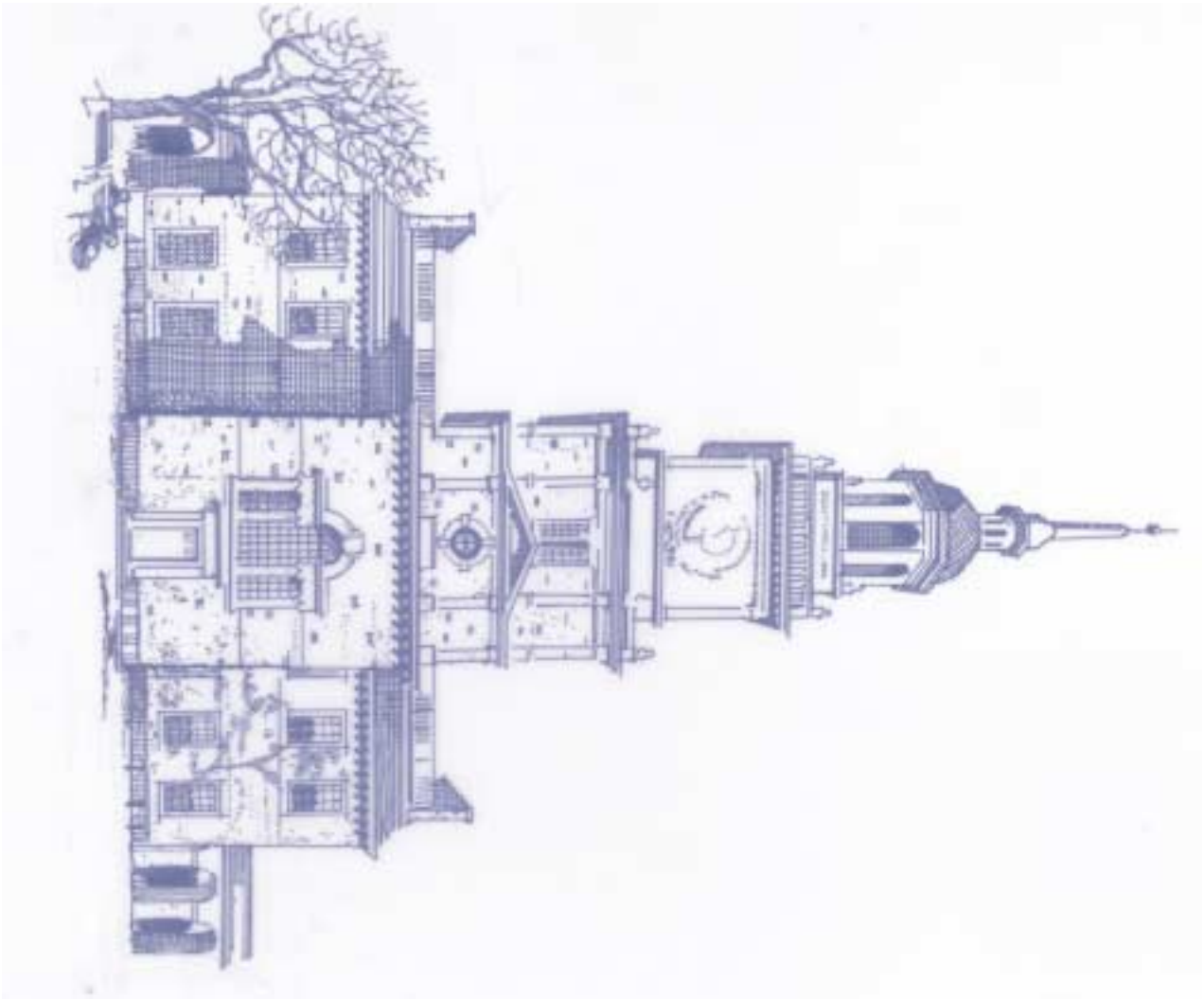
The NPS is assessing concerns with how the performance indicator is measured.

#### FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, 100% of line item projects funded by September 30, 1998 and each subsequent fiscal year meet 90% of cost, schedule, and construction parameters.

All reportable projects to this goal were completed within 90% the cost, schedule, and construction parameters.

This goal was met.



## ORGANIZATIONAL EFFECTIVENESS

### IVa8 – LAND ACQUISITION

**Long-term goal** — By September 30, 2005, the average time between appropriation and offer of just compensation is 171 days (a 5% decrease from 1997 level of 180 days).

**Annual Performance Goal** — By September 30, 2002, the average time between appropriation and offer of just compensation is 171 days (a 5% decrease from 1997 level of 180 days).

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Average days	n/a	180	343	175	246	173	171

Means goals deal with organizational effectiveness and dollars are attributed to the mission-related goals

**Goal Description:** The purpose of this goal is to improve on the time frame for the land acquisition process. Reducing the timeframe allows for a more efficient land acquisition process. This efficiency will provide a more timely response in the protection of resources, both natural and cultural. Meeting this goal will mean that the time between an appropriation being received and an offer being made will be 173 days, which is a four percent reduction from the baseline of 180 days.

**Strategies:** Baseline figure of 180 days between the appropriation and an offer being made was established. Land Resources staff revised contracting procedures for title and appraisal services in select offices during FY 2000. These revised procedures will be implemented throughout all Land Resources Program Offices during FY 2002. It is anticipated, following positive results from FY 2000, that a reduction in time between the receipt of an appropriation and an offer being made will occur. This goal will be met through the nationwide implementation of a re-engineered contracting process.

#### FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, the time between the appropriation for land acquisition and when the offer is made, is reduced to 175 days.

Although this goal achieved a 97 day decrease from the level achieved in FY 1999, it did not meet the target set for FY 2000 of 175 (based on the baseline established in 1997). This occurred for various reasons.

Funds were appropriated for use at 33 sites, including three sites that are not units of the National Park Service. Funds were appropriated at two sites where funds had not been requested, and therefore there had been no indication that "up front" work should be done for land acquisition projects prior to the appropriation. In one case, the appropriation was made with the direction that it be matched by funds from the Commonwealth of Massachusetts, which has not made funds available yet. Therefore, no funds can be obligated (offer to sell made) at this site.

Under a willing seller/opportunity purchase acquisition program the landowner controls the timing of the process. A person may change their mind, or have their motivation altered where one day they were very willing to work with NPS and pursue acquisition of

their land, and then they suddenly decide not to continue with the acquisition process. In a willing seller/opportunity purchase land acquisition program, timing of an offer to sell is not relevant to the final desired outcome of acquisition of lands within the boundary of an NPS unit. What is most relevant to final acquisition of lands is the continued good will and ongoing negotiations between the landowner and the National Park Service as both parties move toward disposition of the land. During fiscal year 2002 the National Park Service will consider dropping this goal from those being measured.

The Land Resources Program continues to work on decreasing the time between an appropriation and an offer to sell through increased use of indefinite quantity contracts for services such as title, appraisal and map making, as well as streamlining the process where funds are available to do up-front work, such as mapping, prior to the appropriation.

This is the second year the NPS did not meet this goal. The goal's performance indicator and the baseline year will be re-evaluated during FY 2002 to determine if the projected performance for FY 2002 through 2005 is realistic.

## ORGANIZATIONAL EFFECTIVENESS

### IVa9 – ENVIRONMENTAL LEADERSHIP

**Long-term goal** — IVa9A – 100% of NPS units and concession operations will undergo an environmental audit to determine baseline performance; and IVa9B - 100% of parks/offices and concessions operations have fully implemented the regulatory recommendations arising from environmental audits, resulting in more sustainable planning and operations.

**Annual Performance Goal** — By September 30, 2002, IVa9A – 75% of NPS units and concession operations will undergo an environmental audit to determine baseline performance; and IVa9B - 40% of parks/offices and concessions operations have fully implemented the regulatory recommendations arising from environmental audits, resulting in more sustainable planning and operations.

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
units to have environmental audit		new goal		determine baseline	15%	28%	50%
units having fully implemented recommendations from audits		new goal		determine baseline	4.9%	20%	40%

Means goals deal with organizational effectiveness and dollars are attributed to the mission-related goals

**Goal Description:** The purpose of this goal is to enable the NPS to meet its stewardship responsibilities by ensuring that it is operating in accordance with prescribed requirements. This goal ensures that NPS measures and tracks environmental performance. Parks will have the specific knowledge to better protect the resources under their care. This will result in fewer pollutants being released into the environment by the NPS, environmentally sensitive products being used and operational practices are improved.

During FY 2000 the NPS initiated its environmental audits program while developing and testing audit guidance and protocols. As a result of work done in FY 00, the audit guidance and protocols were refined and are being implemented in FY 01 and beyond. The changes have resulted in some delay in conducting the field audits but have improved the quality of the environmental audit program and audits results.

**Strategies:** This goal will be achieved through a phased implementation of environmental audits using regional teams that will be trained for this purpose. A standardized Operating Manual will be used to collect and report this data. The audits will identify where significant operational improvements can be realized in the areas of hazardous materials management, worker environmental health and safety awareness, and pollution prevention. Managers will be advised of accountability regarding compliance issues. Parks will be encouraged to establish EPA Environmental Management partnerships.

#### FY 2000 ANNUAL PERFORMANCE REPORT

This is a new goal for 2001, no report will be available until 2002.

## ORGANIZATIONAL EFFECTIVENESS

### IVb1 – VOLUNTEER HOURS

**Long-term goal** — By September 30, 2005, increase by 44.7% the number of volunteer hours (from 3.8 million hours in 1997 to 5.5 million hours).

**Annual Performance Goal** — By September 30, 2002, increase by 26.3% the number of volunteer hours (from 3.8 million hours in 1997 to 4.8 million hours).

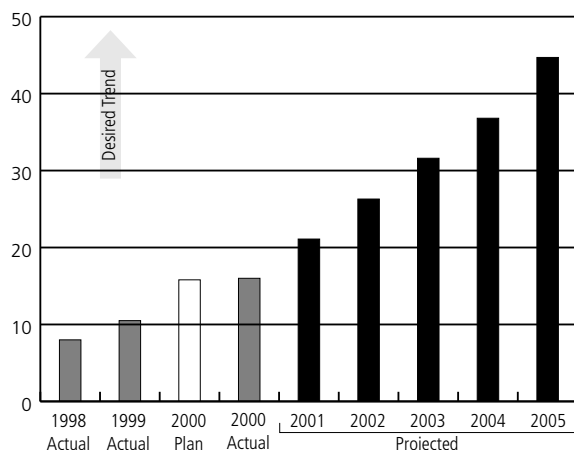
Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Volunteer Hours (actual) in millions	3.8	4.1	4.2	4.4	4.5	4.6	4.8
Volunteer Hours (percentage increase)	n/a	8%	10.5%	15.8%	16%	21.1%	26.3%

Means goals deal with organizational effectiveness and dollars are attributed to the mission-related goals

**Goal Description:** The purpose of the program is to provide a means through which the NPS can accept and use voluntary help from interested citizens that is mutually beneficial to the NPS and the volunteer. Parks receive human resources to support, expand and enhance park programs including but not limited to orientation of visitors, manual labor for weed eradication and restoration of native species. They give tours, build fences, weed gardens, file records, host campgrounds and complete many other tasks.

**Strategies:** There are over 342 individual park and office volunteer programs that determine volunteer needs and recruit volunteers. For FY 2000 strategies resulted in an increase of volunteers and hours. New policy guideline was completed and will soon be available for public review. These strategies include issuing new policy guidelines, establishing an online volunteer job center, developing a new training program for volunteer coordinators, and improving interagency cooperation through the newly established Federal Interagency Team on Volunteerism (FITV) and the Federal Volunteer Administrators Network (FedVan). In addition the National Park Service is working with the Environmental Alliance for Senior Involvement (EASI) under a grant from the United Parcel Service to establish a Volunteer Senior Ranger Corps that will work on park conservation projects with America's youth. The value of volunteer work for the National Park Service in FY 2000 was \$66,145,982.

**Volunteer Hours (percentage increase)**



#### FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, increase the number of volunteer hours by 15.8% over the 1997 level.

The projected target for FY 2000 was 15.8% or 4.4 million volunteer hours. Actual volunteers hours totaled 4,462,282 million hours.

This goal was met and is on target for future years.

## ORGANIZATIONAL EFFECTIVENESS

### IVb2 – DONATIONS AND GRANTS

**Long-term goal** — By September 30, 2005, IVb2A – cash donations are increased by 3.6% (from \$14.476 million in 1998 to \$15 million); IVb2B – the value of donations, grants, and services from Cooperating Associations is increased by 35% (from \$19 million in 1997 to \$25.6 million).

**Annual Performance Goal** — By September 30, 2002, IVb2A – cash donations are increased by 1.55% (from \$14.476 million in 1998 to \$14.7 million); IVb2B – the value of donations, grants, and services from Cooperating Associations is increased by 23.1% (from \$19 million in 1997 to \$23.7 million).

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
<b>A.</b> Increase in cash donations – public	n/a	baseline	0.3%	0.7%	27.2%	0.9%	1.55%
Cash donations – public	n/a	14.476m	14.515m	14.575m	18.414m	14.600m	14.700m
<b>B</b> Total value of aid from Cooperating Associations	n/a	\$19m	\$22.6m	\$22.7m	\$31m <sup>1</sup>	\$22.9m	\$23.1m

Means goals deal with organizational effectiveness and dollars are attributed to the mission-related goals

1. Performance reporting for cooperating associations has a one year lag

**Goal Description:** The purpose of this goal is to capture the value of donations received by NPS and to increase the value and the effectiveness of those donations. Benefits to the public include the NPS being enabled to do more in interpretation, education and research. This enhances the park experience for the visitor. In addition, maintenance of facilities and the preservation of natural and cultural resources often benefit directly and indirectly by the donations received.

**Strategies:** The growing partnerships between the NPS and non-profit groups dedicated to the NPS mission, offers new opportunities where entire projects are undertaken by a partner – building a greenhouse to develop a native plant nursery or creating new trails – and then donated to the NPS. As with cash donations, in-kind donations from non-profit NPS partners and from other sources, offer the opportunity to undertake necessary projects at significantly reduced costs. In many cases, NPS managers have creatively and effectively multiplied the value of such donations (recycled plastic lumber) by combining them with a cash donation (a trail repair grant from the National Park Foundation partnership with American Airlines) as well as volunteer labor (local Target store employees) to produce a final result that is both a valuable visitor facility and a tangible symbol of the power of partnerships to which each partner feels a lasting connection and pride in achieving.

Cooperating associations are required to report by their fiscal year. However, because many of the 65 cooperating associations' fiscal years do not coincide with the federal

government's, the combined donations are always reported one year behind the reporting fiscal year (FY 2000).

The FY 2005 goal for cooperating associations has been exceeded in FY 1999. This is a result of strong sales on interpretive items and a significant increase in donations. Aid to the NPS comes in the form of personal services, interpretive and educational activities, media, equipment, and research support.

Because the wildfires during FY 2000 impacted visitation at several large parks, out year projections will not be adjusted until a stable trend line develops.

THE NPS has established a long-term goal to increase cooperating association aid to the NPS to \$25,600,000 by FY 2005. Aid to the NPS comes in the form of personal services, interpretive and educational activities, media, equipment, research support, and cash.



**FY 2000 ANNUAL PERFORMANCE REPORT**

By September 30, 2000, increase cash donations by 0.7% (\$14.575 million), value of donations, grants and services from Cooperating Associations is increased to \$22.9 million. (Friends Group indicator dropped as unmeasurable)

The goal for cash donations was exceeded by nearly \$4 million. Because this is so out of line with past trends in cash donations, the FY 2005 projections will not be changed until FY 2001 and 2002 are reported and a new trend can be established.

The FY 1999 goal for Cooperating Associations (the latest year available) was exceeded by about \$7 million due to strong sales. The FY 2005 projections for this indicator will not be increased until after performance is measured for FY 2000 and 2001 to ensure that the most recent performance report was not an anomaly. Reporting on the non-cash portions of this goal continue to be problematic. While the value of aid from Cooperating Associations can be determined, it is too late for the past year Performance Report. Outside organizations sometimes have different fiscal years than those of the Federal government making their reporting cycle inconsistent with the NPS reporting cycle.

Goal was exceeded.

## ORGANIZATIONAL EFFECTIVENESS

### IVb3 – CONCESSION RETURNS

**Long-term goal** — By September 30, 2005, returns from park concession contracts are 10% of gross concessioner revenue.

**Annual Performance Goal** — By September 30, 2002, returns from park concession contracts are 7.5% of gross concessioner revenue

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Average return from concessioners	n/a	6.6%	7.1%	7.1%	7.3%	7.3%	7.5%

Means goals deal with organizational effectiveness and dollars are attributed to the mission-related goals

**Goal Description:** This goal increases funding for visitor services and other park priorities and supports other activities throughout the national park system. The quality of visitor services is improved and the visiting public is satisfied with the services provided.

**Strategy:** The Concession Management Program is an integral part of overall park management and resource stewardship. It is guided by a number of principles that protect park resources and offer quality visitor facilities and services at a reasonable cost. These principles include ensuring that franchise fees and other considerations accurately reflect the value of the authorizations. The NPS Concession Management Improvement Act of 1998 eliminated the preferential right to contract renewal for most of the larger concessioners, increasing competition, and provided for franchise fees to be returned to the agency.

There is a backlog of contracts that must reflect new law and regulation. The National Park Service Concession Management Improvement Act of 1998 (Public Law 105-391), substantively changed the manner in which NPS awards concession contracts, as well as the terms and conditions of these contracts. Over 100 new contract actions underway at that time for expired contracts were halted pending the development of implementing regulations and new standard concession contract language reflecting requirements of the new law. Terms of new contracts will generally be for a period of 10 years or less. The trend should be higher fees and an increasing return to the government as competition begins to take effect under the new legislation. Because the top 54 contracts represent the greatest return to the government, these expired contracts in that category are of the highest priority. Another significant issue involves the rollover of possessory interest into leasehold surrender interest that will occur with

#### FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, increase the average return to the government from park concession contracts to at least 7.1% of gross concessioner revenue.

New concession legislation has resulted in delays in issuing many expired contracts. However, issuance of two out of six major prospectuses allowed the NPS to achieve its 2000 target. NPS will be concentrating on issuing the contracts representing the greatest potential return to the government.

The goal was met.

these priority contracts. NPS is also contracting with the private sector to assist in this effort and to incorporate industry best practices into the concession contracting process.

The backlog of expired authorizations, the legislative and regulatory requirements attendant to the contracting process, staffing within the concession program, and recently filed lawsuits seeking to bar NPS from implementing the new concession contracting regulations are a few of the challenges faced as NPS addresses this issue.

The NPS is assessing concerns with how the performance indicator is measured.

# ORGANIZATIONAL EFFECTIVENESS

## IVb4 – FEE RECEIPTS

**Long-term goal** — By September 30, 2005, receipts from park entrance, recreation, and other fees are increased by 33.1% over 1997 level (from \$121 million to \$161 million).

**Annual Performance Goal** — By September 30, 2002, receipts from park entrance, recreation, and other fees are increased by 33.1% over the 1997 level (from \$121 million to \$161 million).

Performance Measures	FY 97 Actual	FY 98 Actual	FY 99 Actual	FY 00 Plan	FY 00 Actual	FY 01 Plan	FY 02 Proposed
Recreation Fee Receipts (in millions)	122	144	150	155	148.8	159	161
% increase from 1997	n/a	18%	23%	27%	22%	31.4%	33.1%

Means goals deal with organizational effectiveness and dollars are attributed to the mission-related goals

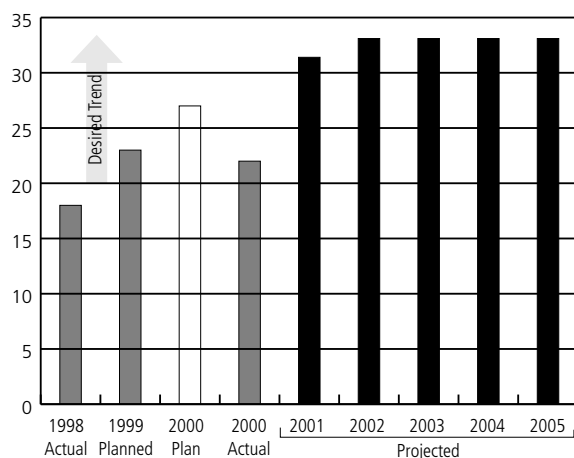
**Goal Description:** This goal increases funds available for unfunded, priority maintenance and resource management projects, cost of collection, enhanced visitor services and special programs. Fee's have provided funding for: habitat restoration, historic building stabilization, trail improvements, road repairs, infrastructure repairs, safety improvements, enhanced visitor services, new public transportation systems, etc.

**Strategies:** The NPS continues to collaborate with other agencies on the development of multiple agency passes, such as the Oregon Coastal pass, the Visit Idaho Playgrounds Pass "VIP" and the Northwest Forest Pass. Additional agreements were developed at certain adjacent federal land areas for reciprocal pass arrangements and joint administration of collection of fees (Sequoia, Assateague, North Cascades, Timpanogos Cave, Glen Canyon).

Other changes include improving operational efficiencies and customer service (the collection and administration of fees). These include: 1. Instituting 69 automated fee collection machines. 2. Instituting a number of "contracted" fee collection sites. 3. Establishing the electronic banking pilot in one Region (to be implemented in 2001), 4. Installing new advanced cash register systems in approximately 20 parks. 5. Using the Internet, and 1-800 numbers for the National Reservation System and National Park Pass. 6. Improvements to the Project Management Information System (PMIS) project tracking software system (ensures greater accountability of project expenditures, and timeliness associated with fee related project approvals).

Obligation rates improved from 14% in 1997 to nearly 50% in 2000.

% Increase from 1997



### FY 2000 ANNUAL PERFORMANCE REPORT

By September 30, 2000, increase the amount of receipts collected from park entrance, recreation, and other fees by 28.1% over the 1997 level.

Wild fires throughout the national park system resulted in many parks being closed. Parks not closed experienced lower than expected visitation because of widespread publicity about the fires. The overall result was lower than expected fee collection.

This goal was not met. No operational changes are planned. Performance during FY 2001 will be closely watched to assess the need to adjust projections.

## ORGANIZATIONAL EFFECTIVENESS

### IVbX – PARK PARTNERSHIPS

**Long-term goal** — By September 30, 2005, The number of projects satisfactorily completed by partners under formal agreement that protect park resources or serve the park visitors is increased by (park-determined percentage). Optional goal.

**Annual Performance Goal** — By September 30, 2002. The number of projects satisfactorily completed by partners under formal agreement that protect park resources or serve the park visitors is increased by (park-determined percentage). Optional goal

**Goal Description:** This goal is designed to measure a park's activity with partners in preserving park resources. It measures activity that is done **inside** the boundaries of parks. (This goal can be contrasted with Goal IIIaX that is designed to measure work with partners **outside** parks.) A park can increase its resource protection and visitor satisfaction through strategic partnering with external partners. Starting in FY 2001, about 50 parks will be using this goal.

**Strategies:** Partners of many kinds help parks fulfill their missions. Parks partner's activity, including other Federal agency cooperation and collaboration, in assisting part protect their resources and serve visitors are critical to the success of parks through out the system. Parks will seen new and continue exiting agreements with partners.

#### FY 2000 ANNUAL PERFORMANCE REPORT

This is a new goal for 2001, no report will be available until 2002.

## Section III

### *Additional GPRA Information*

#### **CUSTOMER SERVICE STANDARDS**

Since August 25, 1916 the National Park Service has been engaged in the conservation and preservation of the National Parks under its care and at the same time has been charged with the responsibility to help people enjoy those National Parks in a safe and non-consuming manner.

Customers of the National Parks in the beginning were few compared to the 287,000,000 visits that customers made in 2000 at National Park Service sites to enjoy the natural, cultural and historical wonders.

Enjoyment of park resources and values by the people of the United States is part of the fundamental purpose of all parks. The Service is committed to providing appropriate, high quality opportunities for visitors to enjoy the parks, and will maintain within the parks an atmosphere that is open, inviting, and accessible to every segment of American society. However, many forms of recreation enjoyed by the public do not require a national park setting, and are more appropriate to other venues.

The Service will therefore:

- Provide opportunities for forms of enjoyment that are uniquely suited and appropriate to the superlative natural and cultural resources found in the parks.
- Defer to local, state, and other federal agencies; private industry; and non-governmental organizations to meet the broader spectrum of recreational needs and demands.
- To provide for enjoyment of the parks, the National Park Service will encourage visitor activities that:
  - Are appropriate to the purpose for which the park was established; and
  - Are inspirational, educational, or healthful, and otherwise appropriate to the park environment; and.

- Will foster an understanding of, and appreciation for, park resources and values, or will promote enjoyment through a direct association with, interaction with, or relation to park resources; and
- Can be sustained without causing unacceptable impacts to park resources or values.

The primary means by which the Service will actively foster and provide activities that meet these criteria will be through its interpretive and educational programs. In addition to structured activities, the Service will, to the extent practicable, afford visitors ample opportunity for inspiration, appreciation, and enjoyment through their own personalized experiences, without the formality of program or structure. The Service will allow other visitor uses that do not meet all the above criteria if they are appropriate to the purpose for which the park was established and they can be sustained without causing unacceptable impacts to park resources or values.

#### **BUREAU CROSSCUT ISSUES**

The National Park Service is involved in several cross-cutting initiatives with other bureaus in the Department of the Interior and other Departments to achieve goals and fulfill the mission of the National Park Service and others. These activities include:

- Working with the United States Fish and Wildlife Service (USFWS), United States Geological Survey (USGS), Bureau of Reclamation (BOR), and U.S. Army Corps of Engineers on the South Florida Ecosystem Restoration to restore a natural hydrologic regime and perpetuate habitat for endangered species.
- Partnering with the Bureau of Land Management (BLM), USGS, USFWS, and U.S. Forest Service on the Pacific Northwest Forest Plan to preserve and perpetuate old-growth forests and sustain local economies

in Northern California, Oregon, and Washington.

- Partnering with the BLM, USFWS, and Department of Defense on the Southern California Desert to protect and perpetuate wilderness values and endangered species habitat on public lands.
- Partnering with the BLM, BOR, USFWS, and Bureau of Indian Affairs (BIA) on the Southwest Strategy to improve planning and decision making regarding community development and natural resource conservation in Arizona and New Mexico.
- Joining with BLM, USFWS, BIA, and the U.S. Forest Service on the Federal subsistence board in Alaska to manage fish and wildlife of federal public lands in that state.
- Working with all Department of Interior agencies to develop wildland fire fuel reduction and fire plans.

## STRATEGIC ISSUES FACING THE MISSION OF THE NPS

### Inventorying and Monitoring

The lack of inventory data for cultural and natural resources continues to be criticized by the General Accounting Office (GAO) and many others. The NPS has begun the process of revitalizing natural resources management in the National Park Service. Under this proposal, through the Natural Resources Challenge, all facets of inventory and monitoring are accelerated. As a result, the percentage of the basic inventory needs completed has increased from 20 percent to approximately 40 percent by the end of FY 2002, and to 100 percent by FY 2008. Achievement of Goal 1b1, for acquiring needed park natural resource data sets, is dependent on this accelerated plan. The service has also begun a vital signs monitoring program, goal 1b3. The Cultural Resources Challenge, Vanishing Treasures Initiative, and on-going cataloging of cultural resources specimens are the beginning of efforts to address deficiencies in the cultural resources programs and resource management, goals 1a5, 6, 7, and 8 and 1b2.

### Financial Statements

An Interior Inspector General (IG) auditor's report on NPS financial statements for fiscal years 1998 and 1997 (No. 99-I-916) identified weaknesses in the construction-in-progress account and deferred maintenance management and reporting. The report identified these inter-

nal control weaknesses as reportable conditions. The report offered four recommendations. The NPS concurred with the recommendations, established a project team to resolve the issues and implemented the recommendations. The Inspector General's Office had concurred with Service's action. The FY 2000 Inspector General's audit reinterpreted previous CIP guidance to the NPS resulting in the need for a revised implementation plan that is being finalized for the Inspector General's review. The NPS does not anticipate any problems with the revised plan. Goals for resource protection and goal 1Va7 will all benefit.

### Operations and Maintenance

The National Park Service has been criticized by the GAO, Office of Management and Budget (OMB) and the Department of the Interior Inspector General (IG) for inadequately knowing the condition of its infrastructure, roads, trails, campgrounds, water treatment plants, utility systems, historic structures, etc. This proposal continues the development and implementation of a program that will collect detailed comprehensive inventory and condition assessment data on critical NPS assets, identifying those in poor condition and building a system-wide inventory and condition assessment database. NPS has established a universal definition of deferred maintenance and replaced existing facilities management computer software. In 2000, Congress directed the NPS to conduct a pilot demonstration program of the Facility Management Software System (FMSS) to test the functionality of the system, test for connectivity issues, and tailor the system to NPS guidelines for conducting facility management in accordance with applicable laws and regulations. The pilot program was successfully conducted. Congress appropriated money in FY 2001 to support full implementation of the system in about 130 parks. NPS plans to have the FMSS fully implemented in FY 2002 pending funding. NPS will seek funding to continue conducting comprehensive condition assessments of assets and updating that information on an ongoing basis. The new software will provide accurate, consistent and updated list of priority backlog maintenance projects, nationwide data on asset quantity and conditions, providing the NPS with the basis for tangible performance measures linking expenditures with defined outcomes or results.

When fully implemented, the system will allow for more effective management of facilities, allow for monitoring effectiveness in reducing maintenance backlogs, provide a means of early detection of potential problems in facilities conditions, provide a baseline inventory and condition assessment of assets. It will also establish a verifiable process for identifying backlog needs, provide for systematic updates of needs and accomplishments, and allow the NPS to respond to Departmental and Congressional reporting requirements. Once the NPS has the capability to determine, monitor and track the condition of its facilities, the use of facility condition as a performance indicator for the Service's maintenance program is expected. This management challenge relates to the cultural resource condition goals (Ia5, Ia6, Ia7, Ia8), the visitor satisfactions goal (IIa1), the visitor safety goal (IIa2), and to the employee housing goal (IVa5).

### **Fee Programs**

In response to concerns of the GAO about how the NPS collects and spends fee money, the NPS has continued collaboration with other agencies on the development of multiple agency passes, such as the Oregon Coastal pass, the Visit Idaho Playgrounds Pass "VIP" and the Northwest Forest Pass. There have also been additional agreements developed at some adjacent federal land areas for reciprocal pass arrangements and joint administration of collection of fees (Sequoia, Assateague, North Cascades, Timpanogos Cave, Glen Canyon).

Other implemented changes include improving operational efficiencies and customer service (the collection and administration of fees). These include: 1. Instituting 69 automated fee machines. 2. Instituting a number of "contracted" fee collection sites. 3. Establishing the electronic banking pilot in one Region (to be implemented in 2001), 4. Installing new advanced cash register systems in approximately 20 parks. 5. Using the Internet, and 1-800 numbers for the National Reservation System and National Park Pass. 6. Improvements to the Project Management Information System (PMIS) project tracking software system (ensures greater accountability of project expenditures, and timeliness associated with fee related project approvals).

In the same report, GAO expressed a concern that although recreation fee revenues have increased substantial, most fee collections remain unspent. The Inspector General's Office lists this among the Management Challenges remaining for the National Park Service to address. The NPS reports obligation rates have improved from 14% in 1997 to nearly 50% in 2000. This management issue relates to the success of goal IVb4.

The Department of the Interior Inspector General (IG) and the GAO have expressed other concerns about NPS practices of collecting and depositing funds as authorized by 16 USC 3(a) and 16 USC 1 (a) 2 (g); and the practices, successes and failure of the land management agencies participating in the Recreation Fee Demonstration Program as authorized by the 1997 Appropriations bill and extended through September 30, 2002. Some of these issues have been addressed through the revision of NPS 53 and additional training. There are, however, still some fees and authorities that need further evaluation. An independent analysis will be conducted in 2001 to determine what further steps are necessary.

The report on cost recovery for Search and Rescue (SAR) and Emergency Medical Services (EMS) criticized the NPS for not recovering the costs of SAR and EMS. The NPS and the Inspector General (IG) have agreed that NPS will charge for recoverable EMS costs and would conduct a "best practices" so as to arrive at charging models acceptable (legal and policy) to present to the parks. The IG agreed that NPS policy on SAR charges would not be pursued. NPS funded a Best Practices survey in 1998 but was not satisfied with the methodology or resulting recommendations. This issue will be addressed again in 2001.

### **Employee Housing**

The Department eliminated employee housing as a NPS management challenge after completion of a national housing need and assessment survey, which was followed by an NPS policy review and regional review and certification. The issue of employee housing maintenance has been incorporated into the overall Maintenance of Facilities management challenge. A review of NPS deferred maintenance backlog found the

NPS does not have a reliable estimate of the backlog related to employee housing and does not have reliable data to support budget estimates for improving employee housing conditions where housing is justified.

In response to these DOI and Inspector General findings the NPS has submitted a progress report and plan for FY 2002 on Operations and Maintenance. Employee housing is included in the NPS plan to continue conducting comprehensive condition assessments of assets that are critical to park missions. The information derived from these assessments, which will be collected and updated on an ongoing basis, will provide the Service with the basis for tangible performance measures linking expenditures with a defined outcome or result, as defined in performance based budgeting under the Government Performance and Results Act (GPRA). These inventory and condition assessments will be the primary GPRA performance measure for the Service's maintenance related activities in future years. Also, such periodic, scheduled condition assessments are critical for the Service in making the most effective use of available fiscal and staff resources, and in monitoring and accounting for the use of available resources towards reportable results, as required in the Department's annual Chief Financial Officer's (CFO) Report. See Operations and Maintenance section above and Health and Safety -- Structural Fire Program section below. Addressing this problem is key to achieving goal IVa5, 50% of employee housing units listed in poor or fair condition in 1997 assessments are rehabilitated to good condition, replaced, or removed.

### **Concessions Contracting Procedures**

The Inspector General's report on "Concession Contracting Procedures, National Park Service" found that the NPS did not always reissue expired concession contracts in a timely manner, adjust franchise fees periodically, determine building use fees, or establish and use special accounts properly. The scope of the Inspector General's report covered activities during FY 1996 and 1997. Though many of the issues identified were considered resolved, the National Park Service has taken a number of steps during the past year to improve concession contract development and oversight.

These actions resulted from the National Park Service Concession Management Improvement Act of 1998

(Public Law 105-391) that was signed into law on November 13, 1998. This legislation substantively changed the manner in which NPS awards concession contracts, as well as the terms and conditions of these contracts. Over 100 new contract actions underway at that time for expired contracts were halted pending the development of implementing regulations and new standard concession contract language reflecting requirements of the new law.

Terms of new contracts will generally be for a period of 10 years or less, depending on the construction of capital improvements required and other financial terms and conditions, such as franchise fees, that will accurately reflect the probable value of the authorizations and insure a fair return to the government. The Act also eliminated the preferential right to contract renewal for most of the larger concessioners, thus increasing competition, eliminated special accounts and provided for franchise fees to be returned to the agency. The trend should be higher fees and an increasing return to the government as competition begins to take effect under the new legislation. In order to recommence the processing of concession contract awards, the National Park Service promulgated new regulations for the concession contracting program, becoming effective May 17, 2000. New standard contract language for large and small contracts became effective June 5, 2000, and August 18, 2000, respectively. To date, two of the six major prospectuses grossing over five million dollars have been issued, with more scheduled over the coming months. Because the top 54 contracts represent the greatest return to the government, these expired contracts in that category are of the highest priority. Another significant issue involves the rollover of possessory interest into leasehold surrender interest that will occur with these priority contracts. NPS is also contracting with the private sector to assist in this effort and to incorporate industry best practices into the concession contracting process.

The backlog of expired authorizations, the legislative and regulatory requirements attendant to the contracting process, staffing within the concession program, and recently filed lawsuits seeking to bar NPS from implementing the new concession contracting regulations are a few of the challenges faced as NPS addresses this issue.



This management challenge is related to the NPS ability to achieve goal IVb3: By September 30, 2005, Returns from park concession contracts are 10% of gross concessioner revenue.

### **Accountability for goal achievement**

GAO has expressed concern about the National Park Service ability to place accountability for achieving goals at the park manager's level. Park managers determine local priorities and budgets but those priorities may not be consistent with overall agency priorities and goals. GAO notes the NPS lacks processes for setting results-oriented expectations or monitoring outcomes. The agency lacks a means to monitor progress toward achieving its goals and to hold park managers accountable for the results of park operations. In 1999 the NPS met its goal for all program and park managers performance evaluations to be linked to goals. All seven regions in the National Park Service are using goal achievement as an element in park manager's performance evaluations. Full implementation of accountability will improve NPS ability to achieve all its goals.

### **Health and Safety -- Structural Fire Program**

As noted by the General Accounting Office and the NPS, structural fire safety is not being adequately addressed. During 2000, the Service had a General Accounting Office audit and Congressional hearings regarding structural fire safety. It is clear from both the GAO audit and other studies that the Service has significant deficiencies that need to be corrected. Structural fire safety, including the protection of life and property, is a high priority NPS issue.

Structural fire safety is a broad and complex issue. Addressing it effectively involves a wide variety of elements and issues including building design, building construction, installation and maintenance of building fire detection and suppression systems, regular inspections of buildings and systems, employee training, establishing and maintaining fire agreements and in some cases developing, maintaining and operating a fire fighting force. Correcting the deficiencies and maintaining an appropriate level of structural fire preparedness requires dedicated funding and personnel.

The Service is in the process of integrating structural fire safety into its overall program, however the NPS has neither the expertise, personnel, nor funding required to achieve established fire protection standards. A comprehensive structural fire plan has been drafted to address these deficiencies. The plan is currently under agency review and after it has been adequately reviewed it will be forwarded to Congress. The plan is to be phased in over four years. An associated funding strategy is being developed. As the structural fire plan is being completed and phased in, the NPS is requiring parks to correct the existing deficiencies in testing and maintaining fire extinguishers, testing and maintaining fire alarms, testing and maintaining fire suppression systems and providing structural fire fighters with personnel protective equipment including self-contained breathing apparatus that meet or exceed current National Fire Protection Association standards. This management challenge is related to the National Park Service ability to achieve goal IVa6 for employee safety.

### **Wildland Fire Management**

As noted by GAO in a recent report, last year's intense and prolonged wildfire season emphasized the need for fuels reduction on Federal lands. In the September 2000 report to the President, "Managing the Impacts of Wildfires on Communities and the Environment: A Report to the President in Response to the Wildfires of 2000," DOI and USDA (Forest Service) made recommendations on reducing impacts of wildland fires on rural communities, and ensuring sufficient firefighting resources in the future. In October 2000, Congress and the President approved a substantial budget increase of \$1.8 billion for federal wildland fire management agencies. The Secretaries of Interior and Agriculture were required to provide action plans to Congress within 90 days. The "Action and Financial Plans for the Departments of Agriculture and the Interior (National Fire Plan Implementation Strategy)" was submitted to Congress on January 19, 2001. The Plan details work to be accomplished with funds allocated to the Bureau of Indian Affairs (BIA), Bureau of Land Management (BLM), Fish and Wildlife Service (FWS), and National Park Service (NPS) for wildland fire preparedness, wildland fire operations, burned area rehabilitation and rural fire assistance. The National Park Service is a full participant in the

process and associated plans. Successful implementation will help achieve all NPS natural and cultural resource protection goals.

## DATA VERIFICATION AND VALIDATION

The National Park Service goals were developed to focus on the mission of the organization. Where possible, the goals deal directly with the results expected of the organization. In order to accommodate a review of the underlying detail, the strategic and annual performance plans use consistent and mutually supportive performance information that is provided by the parks and programs. This provides the ability to access constituent data. The organization's decision-makers are held accountable for the goals they set and their performance. Measured performance is verified and validated at several levels including region and national. Each goal contains a unique performance indicator often requiring special handling for data collection, data reporting or verification and validation. For example, state agencies audit park EPA measuring equipment for quality control purposes, and validation of the visitor satisfaction survey is achieved by using a control group of 30 parks. Other methods used to assure quality data include standardized definitions, random sampling and testing of data, statistical analysis, and modeling. Servicewide and Regional Goal Contacts are being asked to conduct additional data verification and validation efforts. The recent establishment of Goal Groups to monitor goal achievement will provide additional opportunities for assessment of data quality issues. **Data Validation** - All performance indicators were subject to a suite of validation tests that assessed relevance (has a strong link to results), reliability (has a strong link to effort), availability (can be measured at a reasonable cost) and whether they were mission-related and condition-based. **Planned Improvements** - a servicewide workgroup has developed a uniform management assistance and review checklist to be used in evaluating park operations and progress towards goals. The checklist is being piloted at this time and is expected to serve as a means for integrating data verification and validation with the routine review of park operations. **Data Limitations** - all data is derived from the field by employees with varying levels of expertise and experience. Medium and large parks typically have a

high level of expertise available for data collection. Efforts continue to improve field expertise and provide regional office support for smaller parks.

## PROGRAM EVALUATIONS

Several Servicewide programs assessed program execution and park-generated performance data in 2000 and plan to continue those efforts through 2003. Evaluation of natural resources programs are scheduled to begin in 2001. During 2000 and 2001 program evaluations were conducted on the historic structures and cultural landscape inventory programs (goals Ia5 and Ia7). During 2001 and 2002, the museum collections standards and archeological sites information system will be evaluated. During 2001 a peer review, conducted by leading customer satisfaction professionals from industry, will examine the methodology of the Visitor Survey Card project and how that data is interpreted by the NPS. The VSC project collects data from most park units on visitor satisfaction (Goal IIa1) and visitor understanding (Goal IIb1). Also in 2000, an outside evaluation will be made at 30 parks on visitor safety issues relating to goal IIa2. During 2000, the National Historic Landmarks (NHLs) program conducted a program evaluation on NHL condition (goal IIIa2A) and the Rivers, Trails, and Conservation Assistance program conducted evaluations (goals IIIb1, IIIb2). Both evaluations produced good results that will help the managers to feel confident in setting their goal targets and reporting their achievements. These two programs will also conduct evaluations during 2001-2003. Evaluations for programs responsible for integrating data systems (goal IVa1), reporting workforce diversity (goal IVa4), and improving employee safety (goal IVa6) will begin in 2001.

## CAPITAL ASSETS/CAPITAL PROGRAMMING

The National Park Service has continued to refine the development of a five-year construction program to reduce the backlog of needed maintenance and capital improvement. The development of the five-year maintenance and capital improvement plan is an important step in the improvement of the U.S. Department of the Interior's assets for the next millennium. The plan is updated annually and currently covers projects through

Fiscal Year 2006. The completion of deferred maintenance and capital improvement projects funded since FY 2000 are reported annually.

<b>FY 2001 On-Going Capital Projects</b>	<b>Associated Goals</b>
• Everglades Modified Water Delivery, Everglades NP	Ia1, Ia2, Ia4, IIb1
• Elwha River Restoration, Olympic NP	Ia1, Ia2, Ia4
• Restore Forest, Build Day-Use Facility, Sequoia NP	Ia1, Ia2
• Reconstruct Yosemite Lodge Area, Yosemite NP	Ia5, Ia7, IIa1
• Heritage Center/ Historic District Restoration, Grand Canyon NP	Ia1, Ia5, Ia7, IIa1
• Visitor Facilities and Headquarters Complex, Wrangell-St Elias NP	IIa1, IIb1
• Cape Hatteras Light Station	Ia1, Ia5, IIa1, IIa2
• Mather Point Transit Center, Grand Canyon NP	IIa1, IIa2
• Reconstruct El Portal Rd, Yosemite NP	IIa1, IIa2
<b>FY 2002 New Capital Projects</b>	
• Facilities Management Software System	All resource and visitor goals
• Lakota Heritage Center, Badlands NP	Ia7, IIa1, IIa2
• Structural Upgrade Pier 2, Package 282, Golden Gate	Ia5, Ia7, IIa1, IIa2
• Rehabilitate C. A. Thayer Schooner, San Francisco Maritime NHP	Ia5, IIa1, IIa2
• Brooks Camp Development, Katmai NP	Ia1, Ia7, IIa1
• Visitor/Maintenance Facility, Western Arctic Parklands	All resource and visitor goals

The NPS has prepared and submitted annual capital asset and justification plans (OMB 300B forms) for projects over \$10.0 million since 1997. The capital asset program covers development of major construction projects and changes annually as projects are completed and new projects are added to the list. In FY2000 the NPS initiated an effort to expand the use of the capital asset planning program to include all major line item capital construction projects over \$2.0 million. Technical guidance, forms and instructions for the expanded capital asset planning program were completed and sent to central design offices and field areas. Beginning in FY 2001 all major

line item capital construction over \$2.0 million will complete a capital asset plan and justification and report quarterly on progress of each construction project.

Concurrent with initiation of the expanded capital asset plan program the NPS is working on data base development to capture information contained in the capital asset plan quarterly reporting. The database will allow managers at various levels of the NPS to quickly check on design or construction progress of a single or multiple design/construction projects.

### USE OF NON-FEDERAL PARTIES IN PREPARING THIS ANNUAL PLAN

The development and preparation of the annual performance plan was done wholly by federal employees and the plan is in conformance with section 220.7 of OMB Circular A-11, concerning the role of non-Federal parties in preparing the Annual Plan.

### WAIVERS FOR MANAGERIAL ACCOUNTABILITY AND FLEXIBILITY

No waivers for managerial accountability and flexibility were submitted.

# Appendix A

## National Park Service — FY 2000 Performance At A Glance

### GPRA PROGRAM ACTIVITY I: PRESERVE PARK RESOURCES

**Mission Goal Ia:** Natural and cultural resources and associated values are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.

FY 2000 Annual Goals:	Actual Accomplishments	Comment
<b>Ia1. Disturbed Lands/Exotic Plant Species:</b> Ia1A: 16.8% (40,000 acres) of targeted disturbed park lands, as of 1997, are restored, and Ia1B: 10% (189,369 acres) of priority targeted disturbances are contained.	A: 36,410 (15.1%) B: 206,500 (10.9%)	Not met, being reviewed Met
<b>Ia2. Threatened and Endangered Species:</b> Ia2A: 13.1% (57) of the 1997 baseline identified park populations of federally listed threatened and endangered species with critical habitat on park lands or requiring NPS recovery actions have an improved status, and Ia2B: an additional 18.3% (80) have stable populations.	A: 64 (14.6%) B: 94 (21.5%)	Exceeded Exceeded
<b>Ia3. Air Quality:</b> air quality in at least 55% Class I air quality parks monitored improves or does not degrade from 1997 baseline conditions.	59%	Exceeded
<b>Ia4. Water Quality:</b> reduce by 4%, from 1997 levels, the number of days park recreational waters fail to meet state water quality standards for swimming.	New Goal - earlier version abandoned in FY 1999	Goal will be reported in 2001
<b>Ia5. Historic Structures:</b> 10,900 (47%) of the 25,000 structures are in good condition. (43.6%)	11,124 (48%)	Exceeded, goal was restructured
<b>Ia6. Museum Collections:</b> increase the checklist standards met from 63.4% to 65.7%.	65.6%	Met
<b>Ia7. Cultural Landscapes:</b> 29.5%(112 of 380) of the landscapes listed on the CLI with condition information, are in good condition.	28.5% (113 of 396))	Not met, goal was restructured
<b>Ia8. Archeological Sites:</b> 5,960 (46.8%) of the recorded archeological sites with condition assessments are in good condition.	4,711 (37%)	Not met, goal was restructured

**Mission Goal Ib: The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.**

FY 2000 Annual Goals:	Actual Accomplishments	Comment
<b>Ib1. Natural Resource Inventories:</b> acquire or develop 453 of 2,287 outstanding data sets identified in 1997 of basic natural resource inventories for all parks.	455 (20%)	Met
<b>Ib2. Cultural Resource Baselines:</b> By September 30, 2000, add 1,800 structures to the FY 1998 base of 23,167 structures on the List of Classified Structures; add 5 million museum objects to the FY 1998 base of 34.3 million objects on the Automated National Catalog System; add 26 cultural landscapes to the FY 1998 base of 236 landscapes on the cultural landscape inventory; add 7,430 sites to the FY 1998 base of 43,167 sites on the Archeological Sites Management Information System; and, add 423 items to the FY 1999 base of items on the Ethnographic Resources Inventory.	25,507 38.6 million 396 52,198 947	Exceeded Not met Exceeded Exceeded Exceeded Overall performance- Exceeded

## GPRA PROGRAM ACTIVITY II: PROVIDE FOR THE PUBLIC ENJOYMENT AND VISITOR EXPERIENCE OF PARKS

**Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.**

FY 2000 Annual Goals:	Actual Accomplishments	Comment
<b>IIa1. Visitor Satisfaction:</b> maintain 95% of park visitors satisfied with appropriate park facilities, services, and recreational opportunities.	95%	Met
<b>IIa2. Visitor Safety:</b> reduce the visitor accident/incident rate to 8.82 per 100,000 visitor days.	5.14 per 100,000 visitor days	Exceeded

**Mission Goal IIb: Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.**

FY 2000 Annual Goals:	Actual Accomplishments	Comment
<b>IIb1. Visitor Understanding and Appreciation:</b> 82% of park visitors understand and appreciate the significance of the park they are visiting.	83%	Exceeded

## *FY 2000 Performance At A Glance (continued)*

### **GPRA PROGRAM ACTIVITY III: STRENGTHEN AND PRESERVE NATURAL AND CULTURAL RESOURCES AND ENHANCE RECREATIONAL OPPORTUNITIES MANAGED BY OTHERS**

**Mission Goal IIIa: Natural and cultural resources are conserved through formal partnership programs.**

<b>FY 2000 Annual Goals:</b>	<b>Actual Accomplishments</b>	<b>Comment</b>
<b>IIIa1. Properties Designated:</b> increase by 9%, over 1997 levels, the number of significant historical and archeological properties protected through federal programs or official designation at local, state, tribal, or national levels.	10.1% (from 6,250,000 to 6,880,000)	Exceeded
<b>IIIa2. Properties Protected:</b> increase by 12%, over 1997 levels, the number of significant historical and archeological properties protected nationwide through federal, state, local, or tribal statutory or regulatory means or through financial incentives or by the private sector.	51.6% (from 913,800 to 1,385,700)	Exceeded
<b>IIIa3. Customer Satisfaction:</b> increase user satisfaction by 6% over 1998 levels (or 90.9%)	85.1%	Not met, planned performance represented an unreasonable expectation

**Mission Goal IIIb: Through partnerships with other federal, state, and local agencies and nonprofit organizations, a nationwide system of parks, open space, rivers, and trails provides educational, recreational, and conservation benefits for the American people.**

FY 2000 Annual Goals:	Actual Accomplishments	Comment
<b>IIIb1. Conservation Assistance:</b> an additional 2,600 miles of trails, an additional 2,100 miles of protected river corridor, and an additional 61,300 acres of park and open space, over the 1998 totals, are conserved with NPS partnership assistance.	4,343 miles of trail 2,540 miles of protected river corridor 655,511 acres of park and open space	Exceeded
<b>IIIb2. Community Satisfaction:</b> 77% of states, communities, and nonprofit organizations served are satisfied with NPS partnership assistance in providing recreation and conservation benefits on lands and waters.	93.8%	Exceeded

**Mission Goal IIIc: Assisted through federal funds and programs, the protection of recreational opportunities is achieved through formal mechanisms to ensure continued access for public recreational use.**

FY 2000 Annual Goals:	Actual Accomplishments	Comment
<b>IIIc1. Recreational Properties:</b> no net loss has occurred to recreational properties assisted by the Land and Water Conservation Fund, the Urban Park and Recreation Recovery Program, and the Federal Lands to Parks Program.	No net loss	Met

## *FY 2000 Performance At A Glance (continued)*

### GPRA PROGRAM ACTIVITY IV: ENSURE ORGANIZATIONAL EFFECTIVENESS

**Mission Goal IVa: The National Park Service uses current management practices, systems, and technologies to accomplish its mission.**

FY 2000 Annual Goals:	Actual Accomplishments	Comment
<b>IVa1. Data Systems:</b> 18% of the major NPS data systems are integrated/interfaced.	20%	Met
<b>IVa2. Workforce Stewardship:</b> goal begins FY 2001.	not applicable	New goal
<b>IVa3. Employee Performance:</b> 50% of employee performance agreements are linked to appropriate strategic and annual performance goals.	63%	Exceeded
<b>IVa4. Workforce Diversity:</b> increase the representation of underrepresented groups in each of the targeted occupational series by 5% over each series' 1998 baseline through merit promotion selections, new appointments, and other means of accessions.	4.2%	Not met
<b>IVa5. Employee Housing:</b> 15% of employee housing units, classified as being in poor or fair condition in 1997, have been removed, replaced, or upgraded to good condition.	17.5%	Exceeded
<b>IVa6. Employee Safety:</b> reduce NPS employee lost time injury rate to 5.2 per 200,000 labor hours, and worker's compensation hours (COP) to 72, 700 hours.	4.67 77,509	Exceeded Not Met (overall assessment, goal met)
<b>IVa7. Line Item Construction:</b> 100% of line-item projects funded by September 30, 1998, and each successive fiscal year, meet 90% of cost, schedule, and construction parameters.	100%	Met
<b>IVa8. Land Acquisition:</b> the time between the appropriation for land acquisition and when the offer is made, is reduced to 175 days.	246	Not met, due to willing sellers changing their minds about selling



**Mission Goal IVb: The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.**

FY 2000 Annual Goals:	Actual Accomplishments	Comment
<b>IVb1. Volunteer Hours:</b> increase the number of volunteer hours by 15.8% over the 1997 level.	16%	Exceeded
<b>IVb2. Donations and Grants:</b> increase cash donations by 0.7% (\$14.575 million), and value of donations, grants, and services from Cooperating Associations is increased to \$22.9 million. (Friends Group indicator dropped as unmeasurable)	\$18.414 million \$31 million	Exceeded Exceeded
<b>IVb3. Concession Returns:</b> increase the average return to the government from park concession contracts to at least 7.1% of gross concessioner revenue.	7.3%	Exceeded
<b>IVb4. Fee Receipts:</b> increase the amount of receipts collected from park entrance, recreation, and other fees by 27% (\$155 million), over the 1997 levels.	\$148.8 million	Not met, due to lower visitation due to western fires

## Appendix B

### *National Park Service — FY 2001 Goals At A Glance*

#### GPRA PROGRAM ACTIVITY I: PRESERVE PARK RESOURCES

**Mission Goal Ia:** Natural and cultural resources and associated values are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.

FY 2001 Annual Goals:	Original FY 2001 Targets	New FY 2001 Targets
<b>Ia1. Disturbed Lands/Exotic Plant Species:</b> Ia1A: 2% (4,500 acres) of targeted disturbed park lands, as of 1999, are restored, and Ia1B: 1.3% (3,500 acres) of priority targeted disturbances are contained.	A: 2% (4,500 acres) B: 1.3% (3,500 acres)	No change
<b>Ia2. Threatened and Endangered Species:</b> Ia2A : 14% (62 or 442) of the 1999 identified park populations of federally listed threatened and endangered species with critical habitat on park lands, or requiring NPS recovery actions have an improved status, and Ia2B: an additional 18.1% (80 of 442) have stable populations.	A: 14% (62) B: 18.1% (80)	A: 14.5% (64) B: 21.3% (94)
<b>Ia3. Air Quality:</b> air quality in at least 60% of Class I air quality parks improves or does not degrade from 1997 baseline conditions.	60%	No change
<b>Ia4. Water Quality:</b> 65% of Park units have unimpaired water quality.	65%	No change
<b>Ia5. Historic Structures:</b> 45% (11,700 of 26,000) historic structures on the current list of Classified Structures are in good condition.	45% (11,700 of 26,000)	No change
<b>Ia6. Museum Collections:</b> 67.3% of preservation and protection standards for park museum collections are met.	67.3%	67.1%
<b>Ia7. Cultural Landscapes:</b> 28.7% of the cultural landscapes on the current Cultural Landscapes Inventory with condition information are in good condition (117 of 408).	28.7% (117 of 408)	No change
<b>Ia8. Archeological Sites:</b> 42% of the recorded archeological sites with condition assessments are in good condition.	42% (6,275)	42% (7,980)

**Mission Goal Ia: Natural and cultural resources and associated values are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.**

FY 2001 Annual Goals:	Original FY 2001 Targets	New FY 2001 Targets
<b>Ia9. Geologic Resources:</b> Ia9A - Paleontological Resources: 5% of known paleontological localities in parks are in good condition; and Ia9B - Cave Floors: 29,000 square feet of cave floors in parks are restored.	A: 5% B: 14, 500	No change No change

**Mission Goal Ib: The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.**

FY 2001 Annual Goals:	Original FY 2001 Targets	New FY 2001 Targets
<b>Ib1. Natural Resource Inventories:</b> acquire or develop 30% (768) of the 2,527 outstanding data sets identified in 1999 of basic natural resource inventories for all parks.	30% (768)	No change
<b>Ib2. Cultural Resource Baselines:</b> Ib2A - Archeological sites inventoried and evaluated are increased by 10% (from FY 1999 baseline of 48,188 sites to 53,006); Ib2B -- Cultural landscapes inventoried and evaluated at Level II are increased by 10.8% (from FY 1999 baseline of 368 to 408); Ib2C - 34.4% of the historic structures have updated information (8,091 of FY 1999 baseline of 24,225); Ib2D -- Museum objects cataloged are increased by 11.5% (from FY 1999 baseline 37.3 million to 41.6 million); Ib2E -- Ethnographic resources inventory is increased by 211.5% (from FY99 baseline 400 to 1,246); and Ib2F - 15% of parks have historical research that is current and completed to professional standards (57 of 379 parks).	A: 53,006 B: 408 C: 33.4% (8,091) D: 41.6 million E: 1,246 F: 57	A: 53,801 B: adjusted C: no change D: 42.3 million E: no change F: 36
<b>Ib3. Vital Signs:</b> 5% of 270 parks with significant natural resources have identified their vital indicators for natural resource monitoring.	5%	No change
<b>Ib4. Geological Resources:</b> Geological processes in 17 parks [6.3% of 270 parks] are inventoried and human influences that affect those processes are identified.	17 parks (6.3% of 270)	13 parks (4.8% of 270)
<b>Ib5. Aquatic Resources:</b> a process for qualitatively evaluating the condition of nation park aquatic resources will be developed, field-tested, and published.	Develop baseline	No change

## National Park Service — FY 2001 Goals At A Glance

### GPRA PROGRAM ACTIVITY II: PROVIDE FOR THE PUBLIC ENJOYMENT AND VISITOR EXPERIENCE OF PARKS

**Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.**

FY 2001 Annual Goals:	Original FY 2001 Targets	New FY 2001 Targets
<b>IIa1. Visitor Satisfaction:</b> maintain 95% of park visitors satisfied with appropriate park facilities, services, and recreational opportunities	95%	No change
<b>IIa2. Visitor Safety:</b> The visitor accident/incident rate will be at or below 8.72 per 100,000 visitor days (an 8% decrease from the FY 1992 - FY 1996 baseline of 9.48 per 100,000 visitor days).	8.72	No change

**Mission Goal IIb: Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.**

FY 2001 Annual Goals:	Original FY 2001 Targets	New FY 2001 Targets
<b>IIb1. Visitor Understanding and Appreciation:</b> 84% of park visitors understand and appreciate the significance of the park they are visiting.	84%	No change

## GPRA PROGRAM ACTIVITY III: STRENGTHEN AND PRESERVE NATURAL AND CULTURAL RESOURCES AND ENHANCE RECREATIONAL OPPORTUNITIES MANAGED BY OTHERS

**Mission Goal IIIa: Natural and cultural resources are conserved through formal partnership programs.**

FY 2001 Annual Goals:	Original FY 2001 Targets	New FY 2001 Targets
<b>IIIa1. Properties Designated:</b> IIIa1A -- National Historic Landmark Designations: An additional 2.2% (50) properties are designated as National Historic Landmarks (2,277 to 2,327); IIIa1B -- National Register Listings: An additional 3.7% (2,600) significant historical and archeological properties are listed in the National Register of Historic Places (71,019 to 73,619); IIIa1C -- Federal Agency Inventories: An additional 11.2% ( 81,800) significant archeological properties in Federal ownership are inventoried and evaluated (733,200 to 815,000 contributing properties); and, IIIa1D - - State/Tribal/Local Inventories: An additional 6.3% (294,000) significant historical and archeological properties are either inventoried and evaluated, or officially designated by States, Tribes, and Certified Local Governments (4,701,000 to 4,995,000 contributing properties).	A: 2,327 B: 73,619 C: 815,000 D: 4.995 million	A: 2,335 B: No change C: No change D: 5.09 million
<b>IIIa2 - National Historic Landmark Protection:</b> 90% of National Historic Landmarks (2,094 of 2,335 designated landmarks) are in good condition; IIIa2B - Federal Protection: 0.9% of federally recognized historical and archeological properties (19,600 of 1,937,000 contributing properties) are protected through NPS administered programs or assistance; and, IIIa2C -- State/Tribal/Local Protection: 3% of significant historical and archeological properties (129,300 of 4,163,000 contributing properties) recognized by States, Tribes, or certified local governments are protected through their administered programs or assistance.	A: 2,094 B: 19,600 C: 129,300	A: 2,101 B: 19,800 C: 163,200
<b>IIIa3. Customer Satisfaction:</b> 90% of users are satisfied with historic preservation-related technical assistance, training, and educational materials provided by NPS.	90%	85%

## *FY 2001 Goals At A Glance (continued)*

**Mission Goal IIIb: Through partnerships with other federal, state, and local agencies and nonprofit organizations, a nationwide system of parks, open space, rivers, and trails provides educational, recreational, and conservation benefits for the American people.**

FY 2001 Annual Goals:	Original FY 2001 Targets	New FY 2001 Targets
<b>IIIb1. Conservation Assistance:</b> an additional 3,100 miles of trails, an additional 2,850 miles of protected river corridor, and an additional 93,300 acres of park and open space, over the 1997 totals, are conserved with NPS partnership assistance.	3,100 miles of trail 2,850 miles of protected river corridor 93,300 acres of park and open space	4,800 miles of trail 2,850 miles of river corridor 691,900 acres of park and open space
<b>IIIb2. Community Satisfaction:</b> 79% of communities served are satisfied with NPS partnership assistance in providing recreation and conservation benefits on lands and waters.	79%	93.8%

**Mission Goal IIIc: Assisted through federal funds and programs, the protection of recreational opportunities is achieved through formal mechanisms to ensure continued access for public recreational use.**

FY 2001 Annual Goals:	Original FY 2001 Targets	New FY 2001 Targets
<b>IIIc1. Recreational Properties:</b> 100% of the 32,839 recreational properties assisted by the Land and Water Conservation Fund, the Urban Park and Recreation Recovery Program, and the Federal Lands to Parks Program are protected and remain available for public recreation.	No net loss (100%) of the 32,839 recreational properties	100% of 33,103 recreational properties

## GPRA PROGRAM ACTIVITY IV: ENSURE ORGANIZATIONAL EFFECTIVENESS

**Mission Goal IVa: The National Park Service uses current management practices, systems, and technologies to accomplish its mission.**

FY 2001 Annual Goals:	Original FY 2001 Targets	New FY 2001 Targets
<b>IVa1. Data Systems:</b> 34% [13 of 38] of the major NPS data systems are integrated/interfaced.	34%	No change
<b>IVa2. Workplace Stewardship:</b> Establish baselines for: IVa2A NPS employees satisfied with their job and, IVa2B NPS employees believe organization is functioning effectively.	Establish baseline	No change
<b>IVa3. Workforce Development and Performance:</b> IVa3A - 50% of employee performance agreements are linked to appropriate strategic and annual performance goals and position competencies; and IVa3B - 95% of NPS employees demonstrate that they fully meet their competency requirements.	A: 50% B: 95%	A: 65% B: No change
<b>IVa4. Workforce Diversity:</b> . Increase the servicewide representation of underrepresented groups over the 1999 baseline: IVa4A - by 5% in the 9 targeted occupational series in the permanent workforce; IVa4B - by 5% of women and minorities in the temporary and seasonal workforce; IVa4C - by 2% of individuals with disabilities in the permanent workforce; and IVa4D - by 2% of individuals with disabilities in the seasonal and temporary workforce.	A: 5% B: 5% C: 2% D: 2%	No change No change No change No change
<b>IVa5. Employee Housing:</b> 25% of employee housing units, classified as being in poor or fair condition in 1997, have been removed, replaced, or upgraded to good condition.	25%	No change
<b>IVa6. Employee Safety:</b> IVa6A - The NPS employee lost time injury rate will be at or below 5.1 per 200,000 labor hours worked (100 FTE); and IVa6B - the servicewide total number of hours of Continuation of Pay (COP) will be at or below 68,400 hours.	A: 5.1 B: 68,400	A: 4.67 B: 74,000
<b>IVa7. Line Item Construction:</b> 100% of line-item projects funded by September 30, 1998, and each successive fiscal year, meet 90% of cost, schedule, and construction parameters.	100%	No change

## *FY 2001 Goals At A Glance (continued)*

### GPRA PROGRAM ACTIVITY IV: ENSURE ORGANIZATIONAL EFFECTIVENESS

**Mission Goal IVa (Continued):** The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

FY 2001 Annual Goals:	Original FY 2001 Targets	New FY 2001 Targets
<b>IVa8. Land Acquisition:</b> The average time between the appropriation and offer of just compensation is 173 days [a 5% decrease from 1997 level of 180 days].	173	No change
<b>IVa9. Environmental Leadership:</b> IVa9A - 70% of NPS units and concession operations will undergo an environmental audit to determine baseline performance; and IVa9B - 20% of parks/offices and concessions operations have fully implemented the regulatory recommendations arising from environmental audits, resulting in more sustainable planning and operations.	A. 70% B. 20%	A. 28% B. No change

**Mission Goal IVb: The National Park Service increases its managerial capabilities through initiatives and support from other agencies, organizations, and individuals.**

FY 2001 Annual Goals:	Original FY 2001 Targets	New FY 2001 Targets
<b>IVb1. Volunteer Hours:</b> . Increase by 21.1% the number of volunteer hours [from 3.8 million hours in 1997 to 4.6 million hours].	21.1%	No change
<b>IVb2. Donations and Grants:</b> IVb2A - Cash donations are increased by 0.9% [from \$14,476,000 in 1998 to \$14,600,000]; IVb2B - Value of donations, grants, and services from Cooperating Associations is increased by 21.5% [from \$19,000,000 in 1997 to \$23,100,000].	A: \$14.6 million B: \$22.9 million	A: No change B: No change
<b>IVb3. Concession Returns:</b> Returns from park concession contracts are 7.3% of gross concessioner revenue.	7.3%	No change
<b>IVb4. Fee Receipts:</b> Receipts from park entrance, recreation, and other fees are increased by 31.4% over 1997 level [from \$121 million to \$159 million].	\$159 million	No change





**ARTMENT OF THE INTERIOR**